

# ► Calumet Michigan Cultural Economic Development Plan

October 4, 2009

Calumet's Cultural Economic Development Plan (CED Plan) is designed to strengthen Calumet's capacity to create jobs, grow tourism, attract new investment, and re-circulate dollars locally for re-investment.

## Mining the Stories of Calumet



Mural in the Conglomerate Restaurant depicts Labor strife in Calumet



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Matt Liesch, Graduate Student  
Laura Miller, Calumet Theatre  
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Jane Van Evera, Calumet Village Council  
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Julie Waara, Keweenaw Convention and  
Visitor's Bureau

## Acknowledgements

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Local planning was organized by **Main Street Calumet**. Cultural Economic Development Planning in Calumet is overseen by the **Calumet Cultural Economic Development Steering Committee**. Tom Borrup, with **Dreeszen & Associates**, facilitated planning.

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Jim Corless, National Park Service  
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Supervisor  
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### Main Street Calumet Staff


Tom Tikkanen, Executive Director

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Calumet’s rich and alluring stories belong to the community and must be told by the community itself.



## Executive Summary

Like its now-closed copper mines, Calumet's history and stories are deep, intricate, and lined with value. Calumet's greatest assets reside in its stories, and these stories have to be as arduously mined and refined as was its copper.

Calumet has worked hard the past two decades to position the community for revival. Calumet's artists, writers, musicians, storytellers, entrepreneurs, and leaders must now unlock and put these unique and powerful stories to work to actualize that revival.

This Cultural Economic Development Plan evolved from a 10-month process of community members identifying Calumet's assets, most important characteristics, vision, and building blocks for the future. Only by weaving the community's stories with its other assets will significant growth potential be found.



Ed Gray/Miskwabik Gallery on 5<sup>th</sup> St. in winter, one of several excellent galleries the community offers.

Dreeszen & Associates consultant, Tom Borup, worked with Main Street Calumet and its Cultural Economic Development Steering Committee between February and September 2009 to identify key

strengths, goals and strategies. This plan focuses on Calumet's competitive advantages through a series of five goals, along with more detailed steps and activities that highlight and strengthen its identity and economic development. A strategic partnership with the National Park Service is pivotal in this plan, as is keeping in close touch with the community's authenticity: its multi-cultural roots, creative spirit, welcoming nature, and capacity to work together to get things done.

This CED Planning process identified five overall goals:

- 1) Expand and deepen the visitor experience by creating meaning and focusing the brand identity of Calumet, its rich history, heritage, and eclectic traditions and foods.
- 2) Expand the visibility and capacity of Calumet's visual and performing arts enterprises and facilities to increase opportunities for income and to support local creative enterprises.
- 3) Create favorable conditions to support start-up of new industries based in technology, innovation, and traditional products.
- 4) Expand on tourism and revenue opportunities while building on quality of life by maximizing all-season outdoors and recreation activities.
- 5) Improve communication, coordination and effectiveness of local development efforts.

Calumet's revival is fully attributable to its ability to build on its assets and its enterprising residents. The establishment of the National Historical Park has been both a catalyst and a small boon in itself.



However, the Park signifies something greater, and its possibilities are still unfolding. The presence of the park is indeed recognition of the importance of Calumet's place in the industrial and labor history of the country. The community's rich and alluring stories belong to the community must be told by the community itself. The Historical Park is merely stage.

When asked about Calumet's most important stories, some local residents cited the miraculous economic renaissance of the past twenty years – how abandonment and decay have been replaced by renewed energy, hope, and revival.



One of many handsome downtown structures that await restoration and re-use



A large piece of "float copper" is displayed at the corner of Hwy 41 and Red Jacket Rd.

The people who have remained or returned, as well as those attracted by remoteness, natural beauty, and creative spirit, have worked hard with little and have become skilled at building from within and exercising creativity. They have much to share in the form of history, celebration, culture, traditional foods, four-season recreation, and entrepreneurial drive.

This plan calls for incremental steps in each of the five goal areas named above. It leverages existing assets and is additive. Multiple efforts and activities will combine – held together by the community's stories – to supply new economic horsepower to Calumet. Building on its storied past, Calumet has worked hard. It's time for the community to tell its stories to the world.

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## Calumet Michigan Cultural Economic Development Plan

Revised October 4, 2009

### Introduction and Context

**Calumet is one of four innovative Michigan Main Street communities to undertake cultural economic development planning.**

Calumet's economy has been in decline for at least half a century. While the recession of 2008 – 2009 presented additional challenges, they were hardly noticeable against this backdrop.

Unlike many Michigan and US communities, Calumet's economic "bottom" occurred during the 1970s and 80s. In small steps the community has worked hard and lifted itself slowly since that time. This plan is designed to strengthen Calumet's capacity to create jobs, to grow tourism, to attract new investment into Calumet, and to re-circulate dollars for re-investment. This Cultural Economic Development Plan (CED Plan) will identify, strengthen, and strategically employ Calumet's cultural assets for economic development. With help from Main Street and other community leaders this plan is designed to mobilize the community's creative, cultural, and heritage resources to strengthen the identity and economy, and to enhance the quality of life.

**Results** This planning process produced an inventory of Calumet arts, cultural, heritage, along with other assets and an assessment of challenges. Planning concluded and implementation commenced with the adoption of this Cultural Economic Development Plan. This CED plan documents strategies and

specific action steps that expand Calumet's economic base by leveraging cultural assets and strengthening partnerships among civic, cultural, business, and economic development organizations.

**Culture defined broadly** We think of cultural resources broadly, including: history and historic buildings and sites; visual and performing arts producers and presenters; artists and craftspeople; museums, galleries, shops; and studios; historic inns and restaurants; libraries, writers, and bookstores; and specialty food producers and retail shops. We include creative workers and businesses such as designers, architects, and news media, as well as traditional and culturally-centered activities, as well as heritage trails, public art, public spaces, arts and entertainment venues, historic places, distinctive neighborhoods, festivals, recreation venues, arts educators, youth organizations, foundations, and other support organizations.

**Assets based planning** The consulting team of Dreeszen & Associates takes an assets-based approach to community assessment and cultural economic development. They believe that each community has unique origins, a distinct culture, and economic underpinnings that can be reinvigorated even during challenging economic conditions. Each place has a deep well of assets that are often overlooked. This approach does not ignore barriers and problems, but builds on strengths as a way to overcome limitations.

**Cultural Economy defined** *Calumet's cultural economy consists of creative individuals, nonprofits, small businesses, and industries that draw on creativity to create wealth and jobs through generation of ideas, products and services. This cultural or creative sector includes four interrelated clusters that create jobs and wealth and are integral to our economy and quality of life.*

- *Artists and creative workers* – the creative workforce talent and source of creativity (e.g., designers, architects, writers, craftspeople, musicians, etc.)
- *Nonprofit cultural institutions and creative businesses* – that produce or distribute creative goods and services, or make history, art, and the humanities accessible (e.g., theaters, arts centers, cinemas, heritage sites, bookstores, etc.)
- *Commercial businesses* – that are not inherently creative, yet employ creative talent or create iconic goods or services rooted in local history or heritage (e.g., publishers and manufacturers.)
- *Support systems* – the infrastructure of education, funding, services, and public policies that help sustain creative industries (e.g., Main Street, Chamber of Commerce, Convention and Visitors' Bureau, and other economic development agencies.)

## National and International Trends

During 2008 Dreeszen and Associates identified nine national and international characteristics and trends in creative economic development as part of an evaluation of the Massachusetts Cultural

Council's Adams Arts program of cultural economic development<sup>1</sup>.

- 1. Cross-sector/Cross-agency Partnerships** The most compelling trend is cooperation between agencies and sectors and cross-sector partnerships at both the state and local levels, which is shown to leverage additional resources and influence policy.
- 2. Support for Individual Entrepreneurs** Both direct and indirect support for the entrepreneurial efforts of individual artists and other creative economy innovators has been a priority in several US states, as well as the successful efforts in other countries.
- 3. Project Lifecycle Stages** Segmenting community projects into major lifecycles of economic development and tailoring program support components to the needs of communities and their entrepreneurs has proven to be an effective strategy.
- 4. Links To Larger Planning Goals** Linking creative economy initiatives to larger community/economic development goals has helped communities to leverage investment and build a larger base of support.
- 5. Leverage Through Intermediaries** Partnerships with intermediaries – nonprofits that are experienced in attracting and managing public and private

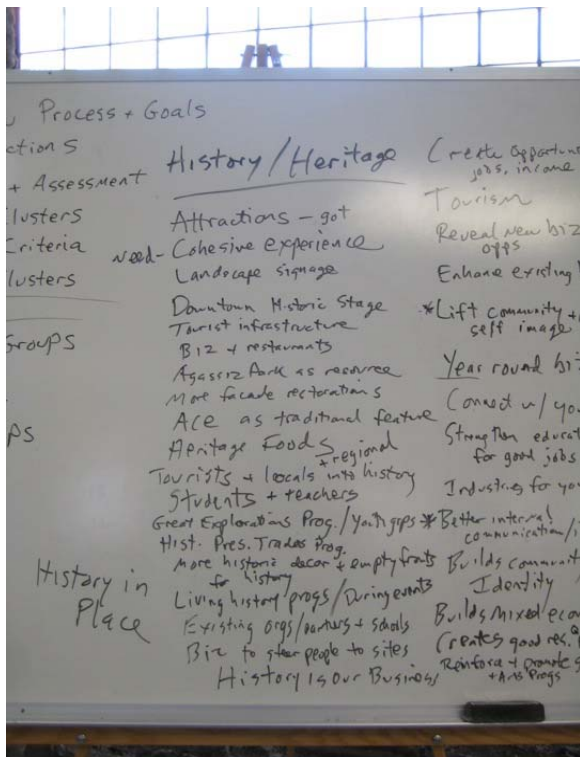
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<sup>1</sup> Massachusetts Cultural Council, Creative Economy Program Plan Recommendations & Analysis, August 28, 2008, Arts Extension Service, University of Massachusetts Amherst

support from a variety of fields and sectors – offer a way to “scale up” projects, to draw upon more funding sources, and to function more creatively than government agencies.

## 6. History And Identity of Place

Attention to community aesthetics, as well as a place’s history and sense of identity (“Place Brand”), are emerging as increasingly important to the success of local development.



Brainstorming list from CED planning session

## 8. Art as business *and* as Partner to Business

When positioning artists and arts organizations AS businesses in addition to highlighting their capacity to work as partners with local business, skill and resource development efforts have benefited from other partners and resources.

## 9. Impact and Evaluation Studies

Support of evaluation and impact studies, as well as continued participation in dialogue about evolving measurement standards continues to be a successful strategy.



CED Steering Committee meeting

## 7. Technical Assistance

Diagnostic and technical assistance tools have helped both communities and individual entrepreneurs assess and build on their assets and to develop broad-based creative economy plans that take advantage of wider partnerships.



## Calumet Cultural Economic Development: Assets, Challenges and Opportunities

### History and Heritage

Located at the northern tip of Michigan's Upper Peninsula, the Calumet area provided a livelihood and was an important source of copper for Native Americans for at least 5,000 years. Copper caches, mined and stored by Native Americans, led white settlers to discover the fabled "Calumet Conglomerate," one of the world's most significant copper lodes, and to develop the Calumet and Hecla Mining Company beginning in the 1860s. Calumet served as a bustling mining community inhabited by a variety of immigrants beginning in the 1860s. During the following 100 years, the area's mines and workers produced a vast amount of copper for the U.S. and the world.

C&H Mining was considered the most profitable mining firm in the U.S. during the turn of the 20<sup>th</sup> Century. Production peaked around 1906 but continued until 1968 when the mines were completely closed after an ownership change and employee strike. Shipping connections to Lake Superior, and later rail connections provided a market for copper and related manufacturing during that century of general prosperity. A major labor strike in 1913 and the Great Depression interrupted the boom times, while they bonded the ethnically-diverse community together.

From the 1860s to early 1900s, mine owners brought workers from Cornwall,

Finland, Italy, Croatia, Ireland, France, Germany, and other parts of the world. Some Native Americans who had mined copper for centuries before also became part of this "global workforce."

Agriculture, forestry, and dairy farming rounded out the local economy with tourism and summer home-ownership bringing additional resources to the community after the mid-1900s. The population of Calumet Township peaked around 1900 with over 33,000 residents. Today there are less than 7,000 with fewer than 900 living in the Village of Calumet. A smaller but more mixed economy has emerged during the past two decades. Recreation and tourism, mixed with manufacturing, and a steady growth in service and creative sectors sustain the population.



Former C & H Mining Co. main office serves as headquarters for the Keweenaw National Historical Park

## Cultural Assets and Challenges

The Cultural Economic Development (CED) Steering Committee, informed by participants in a public meeting, a survey of Calumet residents and other focus group meetings, identified the following as the community's key cultural assets, and the challenges to be addressed.

### Friendly small town environment

With an active and walkable downtown that mixes residential, retail, restaurant, business, religious, social, and creative spaces, Calumet provides locals and visitors a face-to-face, friendly environment. Multiple cafés, restaurants, and other gathering places reinforce this feeling. Robust participation in annual events and community celebrations binds people together and positively affects the local economy.

### Heritage and historic resources

A long and proud history as a close-knit, yet ethnically-diverse community is part of daily life. Various ethnic traditions, foods, and musical styles are constantly present in the midst of remarkable architectural and physical reminders of a once-booming mining community. Recognition by the National Park Service of the historic significance of Calumet reinforces this awareness.



Coppertown Museum highlights the story of copper mining in the Keweenaw

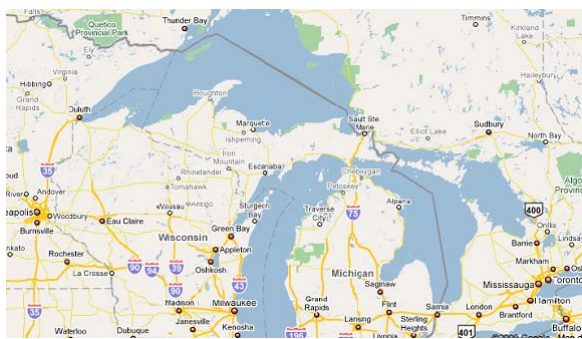
### Arts, culture and creativity

The community has earned an identity as creative and culturally rich. The unusually large presence of artists, writers, and musicians, as well as physical assets such as the Calumet Theatre and art galleries, are highly unusual for a community of this size. The mixture of cultural practices and styles of art reflect the community's open-mindedness and values, embracing the old and the new, as well as traditions and forms representing places from around the world.

### Outdoors and Recreation

Calumet is set in the Keweenaw Peninsula, an arm extending into Lake Superior at the top of Michigan's Upper Peninsula. As such it is at the heart of a beautiful north lakes recreation area and the recipient of heavy winter snows. Winter sports enthusiasts as well as summer visitors to the lakes frequent Calumet.

## Location



Calumet, whose population peaked at 33,000 in the early 1900s and is now around 7,000, is located near Lake Superior in the northern tip of Michigan's Upper Peninsula

Calumet is located in the center of the Keweenaw Peninsula of Michigan's Upper Peninsula. The Keweenaw reaches into Lake Superior towards Canada, placing the community in a remote and naturally beautiful environment. A dozen miles south, in Houghton/Hancock, are Michigan Technological University, one of the world's top technological universities and Finlandia University. A similar distance to the north, Mt. Bohemia provides an attraction for downhill skiers. The famous "lake effect" assures large annual snowfall.

## Affordable real estate

Commercial and residential real estate is more available and affordable in Calumet than in nearby cities. Affordable real estate in a naturally-beautiful setting demonstrates potential to attract creative people. Artists have been attracted to the area partly because of the low cost and quiet surroundings. Some vacant structures, including commercial buildings, a former elementary school and mining structures are present throughout the community, providing additional opportunities for future artist housing and/or work spaces.

## Township Infrastructure and Management

The Township and its villages were designed and built for a population many times over its current number of inhabitants. Key aspects of its sewer, water, schools, and other infrastructure wisely upgraded during the past few decades were the result of good management, inter-jurisdictional cooperation, smart financing and ability to attract state and national public funding. These upgrades have equipped the community well for many decades to come and make possible a re-growth of the community.



Historic Calumet Theatre (right) with Village offices, fire department, and second floor hall (left)

## Key opportunities for cultural economic development

- A. Expand and deepen the visitor experience by creating meaning and focusing the brand identity of Calumet, its rich history, heritage, and eclectic traditional foods.
- B. Expand the visibility and capacity of Calumet's visual and performing arts enterprises and facilities to increase opportunities for income and to support local creative enterprises.

- C. Nurture existing and support start-up of new industries based in technology, innovation, and traditional products.
- D. Expand on tourism and revenue opportunities while building on quality of life by maximizing all-season outdoors and recreation activities.
- E. Improve communication, coordination and effectiveness of local development efforts.

#### Limiting Factors

The CED Steering Committee identified factors that limited cultural economic development.

**Functionality** – Multiple overlapping municipal governments and a long history as a town dominated by a single industry operated by a paternal corporation leave a complex process for decision-making.

**Capacity** – Caring volunteers are over-taxed by trying to do so much. Multiple opportunities for involvement in civic bodies, as well as many varied volunteer organizations, consume the talents and hard work of a relatively small population.



State highway signs generally ignore Calumet

**Identity** – Externally, multiple names can confuse visitors. Calumet is part of Michigan's Upper Peninsula and Houghton County. Locally, the area is more known as the Keweenaw Peninsula or Copper Country. Calumet Village, which is part of Calumet Township, was historically known as Red Jacket. All of these names survive and are routinely put to use locally. Internally self-esteem issues are known to be a problem. The 100-year-plus history of labor-management tension has left a legacy of defeatism, making the jobs of "can-do" civic volunteers that much more difficult. A simple lack of way-finding, as a result of poor state highway signage, and the fact that downtown Calumet is invisible from the primary state highway, leave it hidden to many passers-by. Calumet is sometimes under assault by some who disavow the community-determined value of history and historic preservation.

**Communication** – Calumet has no local newspaper and is sometimes well served by the Houghton-based daily. Lack of consistent sharing of accurate information on civic and economic affairs among local organizations may reflect a history of secrecy and distrust left by the mining company.

**Deterioration** – Vast wealth was extracted from Calumet for nearly 100 years but little of this wealth remains in the present local economy. The deteriorated physical condition of much of the historic downtown stresses the capacity of community stewards and resources, as well as the self-esteem of residents.





Calumet's abandoned railroad station serves as a reminder of an active past

**Legacy of Conflict** – Calumet's remarkable history is marked by good and bad. A legacy of community conflict comes from battling the natural elements, monumental labor strife, a devastating 1913 disaster at Italian Hall, a sense of abandonment, population loss, and deterioration of community infrastructure.

### Planning Objectives

It is the intention of this Cultural Economic Development Plan (CED Plan) to strengthen Calumet's capacity to create jobs, bring money into the community, and retain dollars for reinvestment. The plan supports a mixed and integrated economy with manufacturing, tourism, agriculture, and creative sectors supporting one another while enhancing the quality of life. The planning process worked to identify, strengthen, and strategically employ local and regional cultural and natural assets for economic and social development.

#### Expected Outcomes from CED Plan:

The CED Steering Committee developed a list of desired outcomes that it also used as criteria to assess the best CED strategies:

1. Retain money in the community
2. Create opportunities, jobs, new income
3. Stimulate tourism
4. Reveal new business opportunities
5. Enhance existing businesses
6. Lift and promote community self image and identity
7. Increase year round business
8. Create businesses and activities attractive to youth
9. Promote better internal communication, information
10. Contribute to mixed economy
11. Attract and retain residents and workers through a good residential environment and quality of life
12. Reinforce and promote good schools and arts programs

## Long-term Cultural Economic Development Goals

- 1) Expand and deepen the visitor experience by creating meaning and focusing the brand identity of Calumet, its rich history, heritage, and eclectic traditional foods.
- 2) Expand the visibility and capacity of Calumet's visual and performing arts enterprises and facilities to increase opportunities for income and to support local creative enterprises.
- 3) Create favorable conditions to support start-up of new industries based in technology, innovation, and traditional products.
- 4) Expand on tourism and revenue opportunities while building on quality of life by maximizing all-season outdoors and recreation activities.
- 5) Improve communication, coordination and effectiveness of local development efforts.



5<sup>th</sup> Street, Calumet's Main Street, on an early spring morning

## Planning methods

**Community Selection** The Michigan Main Street Program invited four well-established Michigan Main Street Programs to apply for participation in a pilot Cultural Economic Development initiative. Main Street Calumet was one of four successful communities that also include: Boyne City, Marshall, and Niles.

**Planning Team** After a national competition, Dreeszen & Associates, Northampton Massachusetts, was awarded the contract to facilitate planning. The consulting team of Dr. Craig Dreeszen, Tom Borrup, Erik Takeshita, and Maren Brown conducted assessments, facilitated planning, and helped write plans and reports. Researchers Heidi Wagner, Kia Momtazi, and Jesselyn Dreeszen Bowman collected and analyzed cultural and economic resources.

**Assessments** Consultants started the assessment in advance of the first site visit by communicating with the Calumet Main Street/DDA staff and reviewing community histories, economic data, databases, directories, mailing lists, and web sites likely to identify cultural resources. Main Street Manager Tom Tikkanen recruited a steering committee of business, cultural, and civic leaders to oversee and help develop key strategies of the plan.

**Site visits** Borrup made two site visits in February and May 2009. He met with the Main Street manager and CED Steering Committee (15 people); facilitated the initial public meeting (February 10 with 28 people); met with Main Street board of directors; and interviewed the municipal leaders, artists, business owners, and regional economic development professionals. Borrup toured and photographed cultural resources.

**Cultural and Economic Resource Inventory** Dreeszen & Associates designed and built a database (using Dabble.com). Researchers downloaded records from IRS 990 reports (Guidestar.com) for all registered cultural and

recreation economic non-profit organizations, service clubs, and foundations. They reviewed online and print promotions to identify additional resources. Main Street manager helped identify which of these resources were most significant, and these were documented with comprehensive information.

**Marketing Analysis** Planners gathered and analyzed marketing materials, approaches, and Web presence for each of the four communities. Maren Brown talked with the Main Street manager and set up conference calls with business, economic development, and tourism leaders in each community. She documented findings and recommendations in a report.

**CED Survey** The planners designed, distributed, analyzed, and reported a cultural economic development survey with advice from SHPO, MMS, and four local Main Street Managers. The local manager distributed invitations to the survey with the help of local economic development partners. The Survey response in Calumet was moderate.

**Cultural Economic Data Analysis** The planning team researchers downloaded and analyzed county business pattern data for the statistical areas surrounding each of the four MMS communities. They extracted creative economic sector employers and employees using standard definitions of the sector. Planners identified trends in creative sector employment, compared these with the entire workforce, and identified clusters of creative businesses with potential for further cultural economic development.

**Local Leadership Development** We encouraged each participating community to convene their steering committees between the consultants' first and second visits. We developed an agenda and provided assessment data. Three communities convened their local leadership (Niles, Calumet, and Boyne City). Tom Borrup participated in the Calumet meeting

by telephone. This brought committee members up to speed and helped them better prepare for planning retreats during the second consultant visit.

**Plan Development** The Steering Committee met in a May 29 planning retreat to review assessment findings and generate CED strategies. Dreeszen & Associates refined retreat results into a first draft CED plan. The Steering committee reviewed and edited the first-draft plan during June. Dreeszen & Associates revised the draft and submitted for review by the Michigan State Housing Development Authority, Michigan State Historic Preservation Office, and Office of Cultural Economic Development. The planners revised the plan, which the state partners, local Main Street Manager, and Steering Committee reviewed. This Cultural Economic Development Plan has been developed consistently with the Main Street Four-Point Approach of Design,

Economic Restructuring, Promotion, and Organization.

**Plan Approval** The Calumet Cultural Economic Development Steering Committee meets October 5, to formally approve the plan and recommend its adoption by local Main Street, Calumet Township Board, and Calumet Village Council.

**Implementation** The Calumet Cultural Economic Development plan outlines strategies and key responsibilities for implementation.



Small group session at May Steering Committee Meeting at Keweenaw Heritage Center at St. Ann's



Small group works to prioritize assets at February public meeting at Township offices



## Goals and Strategies for Cultural Economic Development

### Goal 1. Expand and deepen the visitor experience

**Create deeper meaning for visitors and focus the brand identity of Calumet on its rich history, heritage, and eclectic traditions, and foods.**

Rationale: Designation as a National Historical Park cemented Calumet's position as the center of the Keweenaw Peninsula's many heritage sites and attractions. Historic structures, sites, museums, and enterprises abound in Calumet as well as surrounding areas. Traditional celebrations and ethnic foods, as well as foods special to the region, are prepared and sold commercially. Several long-running annual festivals highlight the cultures, traditions and cuisine of the area. Over 100 books have been published on the histories, events, and conditions that created and remain in the community. Calumet was the site of monumental industry, labor struggles, and tragedy. Stories abound in Calumet and storytellers, both individual and institutional (artists, writers, musicians, elders, theaters, museums, heritage centers) are remarkably active and prolific. Contemporary tourists seek a fuller experience to accompany historical and cultural sites.



Memorial sign at site of Italian Hall tragedy

### Outcomes and Strategies

A. Mine and polish Calumet's powerful stories to fuel both tourism marketing and the visitor experience

- a) Partner with Calumet Players, storytellers, and writers to compile and integrate historic narratives in their work and the activities of other heritage sites.
- b) Work with Calumet Theatre, Calumet Players and others to plan and program seasons to correspond to a larger annual thematic narrative beginning with 2013 as the 100<sup>th</sup> year commemoration of the 1913 strike and Italian Hall disaster.

c) Partner with the National Park Service and other groups to commission professional story circle facilitators to engage the community and create appropriate narratives around 1913.

d) Repeat or regularize Red Metal Radio program to build on historically-based stories, expand audience reach, and engage more residents in the process.

B. Invest in most effective annual festivals that best reinforce Calumet brand and provide participants with a complete experience

a) Devise measures to define festival and event success (growth in visitors, sales by local vendors or artists, etc.).

b) Assure the Calumet brand is prominently represented with all festival promotions and local products.

C. Improve Heritage Site programming and marketing.

a) Continue to publish NPS Keweenaw Guide to historic sites; add a companion piece featuring retail and commercial services.

b) Promote suggested itineraries relevant to 4<sup>th</sup> Thursdays in History events.

c) Connect with and promote heritage tours to appropriate students and teachers, families, senior and cruise ship tours.

d) Develop tools and outreach to promote “relative” tourism for

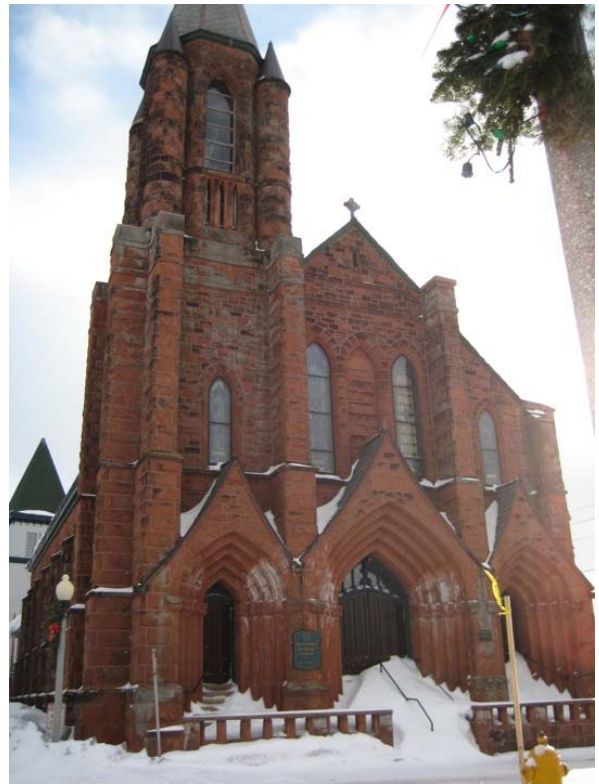
families seeking to connect with ancestors from the Keweenaw.

e) Continue building both programmatic and marketing partnerships with National Park Service and other partner sites through the newly empowered Park Advisory Commission,

f) Nurture and grow Coppertown Museum as an experience-based program in local mining history.

g) Continue to develop Historical Park infrastructure through improved landscape connections, transportation and wayfinding.

h) Work with National Park Service and other area organizations to offer training specifically for Calumet businesses to cultivate more local ambassadors.



St. Anne's Heritage Center (February)

D. Coordinate and support production and marketing of traditional food products as part of heritage experience and as “take home” products.

- a) Create a Calumet brand based in regional heritage and add to labeling of various products, as well as events.
- b) Explore development of a commercial kitchen facility and marketing support for development or expansion of regional food products.
- c) Offer classes and demonstrations in food preparation for visitors.
- d) Feature Calumet brand foods at local restaurants and retail outlets.

E. Establish downtown as a consistent historic “stage.”

- a) Add historic markings/plaques on downtown buildings, and provide wayside (outdoor) exhibits at prominent historic locations.
- b) Complete more façade restorations, add more historic décor and animate empty store fronts with historic displays.
- c) Continue annual thematic window display contest; expand to vacant storefronts as possible.
- d) Develop living history and traditional craft/skills, demonstrations programs, especially during key events.
- e) Work with businesses such as ACE Hardware to promote its traditional and nostalgic shopping experience.

- f) Expand special events by encouraging more partnering; e.g., include an art show at Heritage Celebration or PastyFest, a recreational demonstration, a historical demonstration (who has seen a one-man drill operate?).



Complete products, services, and know-how make the Calumet ACE store an experience that draws customers from far and wide

- g) Expand storefront artist/crafts work spaces and retail opportunities downtown.
- h) Animate downtown with classes and workshops that address arts and a wide range of ethnic, cultural, and historic crafts, food production and preparation (See Red Jacket University).



Agassiz Park in Spring



F. Further develop tourism infrastructure.

- a) Add retail business and restaurants as market allows; coordinate seasonal downtown business hours to best meet local and tourist needs.
- b) Identify publicly-available restrooms including stores/galleries, etc. to increase visitor comfort and extend visitor stays.
- c) Complete Union Building as visitor orientation facility.
- d) Restore Agassiz Park to its original prominence and position in the community; consider building the band shell and pavilion indicated in original design for summer musical events; consider creating an outdoor skating rink for winter activities.
- e) Develop the Italian Hall site as a more prominent visitor destination building momentum for the 100<sup>th</sup> anniversary of the tragedy in 2013, working with the Park Service.



Italian Hall site

F. Explore development of a historical preservation trades program.

- a) Expand Great Explorations program with public schools and National Park Service.
- b) Connect National Park Service with local colleges and universities to explore preservation program development.



Stabilized Union Hall conversion to Visitor's Center by National Park Service expected by end of 2010



The next generation of storytellers participating in the Ethnic Recipe Contest are remembered at the Heritage Center at St. Anne's



## Goal 2. Expand visibility and capacity of Calumet's visual and performing arts enterprises and facilities

### Increase opportunities for income and support for local creative artists.

Rationale: Calumet, and surrounding areas are home to an extraordinarily large number of visual artists who work in a wide range of contemporary and traditional forms as well as a remarkably active community of writers, musicians, and performing artists. Five retail galleries in downtown, as well as other retailers, feature regionally-created items. They have made Calumet a destination and a source for art and hand-craft buyers. The historic Calumet Theatre draws performers and audiences from near and far. The Keweenaw Heritage Center and Calumet Arts Center, and numerous venues for regional music add to this lively community. Calumet Players has a long and distinguished reputation for quality drama and musicals, as do other area dance, music and theater groups. Formal and informal groups and individuals offer mentoring, classes, camps, workshops, and traditional craft instruction. The area also offers learning opportunities in music, performing arts, ethnic music, instrument building, ethnic and vintage dance workshops, poetry, drama workshops and camps, music workshops and camps.



Historic Calumet Theatre season poster

### Outcomes and Strategies

- A. Further identify audience niches by conducting audience/market research through a coordinated survey distributed at galleries, arts events, festivals, hotels, retail businesses.
  - a) Work with regional Chamber of Commerce and Convention and Visitor's Bureau to devise and implement survey.
  - b) Assess results and develop profile of Calumet visitors for discussion at Chamber, CVB and MSC meetings.
  - c) Determine marketing and product mix adjustments as indicated.

B. Engage local residents and schools, in arts programs.

- a) Work with C-L-K Schools to utilize downtown locations to exhibit the products of its arts, shop, and culture/history classes.
- b) Work with teachers to repeat and expand upon the 2008 Mine Collar Mystery book project engaging youth in historic research and story telling.
- c) Incorporate high school students and interns in Calumet Player productions and events at Calumet Theatre as possible.



Calumet Players own a complete shop, storage, and rehearsal facility on 6<sup>th</sup> St.

C. Improve use of Internet to market to interest groups, ethnic groups and associations, schools, universities, art discipline groups.

- a) Explore examples such as [www.cultureiscool.org](http://www.cultureiscool.org), an exemplary model of coordinated email marketing by Cultural Organizations of Lowell (MA)



Upper Peninsula Firefighters Memorial Museum during off-season

D. Expand capacity and local/regional programming at Calumet Theatre.

- a) Promote radio program and other events at Calumet Theatre to highlight Keweenaw music, writers, storytellers, culture and history.
  - i) After first broadcast in 2009, assess monthly repetition.
  - ii) Engage host, performers, writers and Theatre for 2010.

- b) Raise funds to improve Calumet Theatre facility to reduce energy costs and enhance quality of audience and performer experience.

- c) Expand partnerships: Finlandia as partner for summer camps, Ethnic organizations, Schools, Universities, Music Groups.

E. Expand and deepen involvement of residents and visitors in hands-on arts activities.

- a. Launch Red Jacket University concept to knit together classes and workshops

offered in the Village  
independently by artists,  
craftspeople, wellness  
practitioners, and others

- b) Consider Calumet Art Center  
as the official home of RJU,  
although classes should be  
held in multiple locations
- c) Support the new Calumet Art  
Center and development of  
multidisciplinary art and  
cultural classes and  
programming



Former Community Church now serves as the  
nonprofit Calumet Art Center

### **Goal 3. Create favorable conditions to support existing and start-up of new industries**

**Entrepreneurs and innovators, as well as skilled workers, seek places with natural and cultural amenities, lifestyle choices, and a creative spirit.**

Rationale: Calumet is home to several young businesses based in high technology that market globally. It is also home to several precision machining companies based in skills growing out of the historic mining operations. Calumet boasts a quality of life that includes a beautiful natural environment, low cost of living, a culturally-active and friendly small town atmosphere. Proximity to Michigan Technological University, Finlandia University and Houghton-Hancock airport, and a highly-trained young workforce are valued assets.

#### **Outcomes and Strategies**

- A. Develop an alternative to traditional industrial or technology parks in Calumet.
  - a) Create an industry “campus” within the walkable historic district downtown.
  - b) Focus on historic industries related to mining, minerals, or the skills that were employed in those industries.
  - c) Create and strengthen partnerships with Michigan Tech, Smart Zones, Juttila.

Center for Global Design, area K-12 education, Keweenaw Economic Development Alliance, local governments, Realtors, Chamber of Commerce and Keweenaw CVB.

- d) Connect more actively with faculty and staff at Michigan Tech and Finlandia to attract start-ups.



Entrepreneurs and a skilled work force have built precision machine shops, electronic products and computer software businesses in Calumet



Former Morrison School would provide an excellent business incubator, artist live/work spaces or senior apartments

- B. Promote Calumet’s creative, welcoming and nurturing atmosphere for entrepreneurs and creative workforce. Highlight the synergistic collaborations within a historic campus environment to



foster an innovative approach to industrial development that is well-matched with Calumet's historic assets.

- a) Package and market formal and informal local cultural activities.
- b) Devise welcome strategies for people from Asian and other non-Western cultures.
- c) Provide a range of housing options including downtown, as well as outside village.



Upper story residential options are relatively plentiful in downtown Calumet



Calumet Electronics, one of several high-tech businesses attracted by competitive costs and high quality of life

- C. Promote the use of federal and state tax credits and National Park Service grants for rehabilitation of historic buildings for new technological/industrial uses.

## Goal 4. Expand tourism and revenue opportunities

### Calumet builds on quality of life maximizing all-season outdoors and recreation activities.

Rationale: A spectacular northern setting with Lake Superior, mountains and nearby smaller lakes. Heavy annual snowfall, combined with a nearby downhill ski area, multiple cross-country/snowshoeing trails and a well-connected snowmobile trail provide unparalleled winter sports opportunities. Fishing, kayaking, hiking, wildflower and bird watching, biking, camping, and unique recreational activities such as rock-hounding and geo-caching add up to a full year of possibilities.



Cross Country Sports ready for summer biking season

of “quiet sports” such as skiing, fishing, biking, and snowshoeing.

- a) Continue working with CVB Visitors Center to package and promote specific sports activities.



Snowmobiling is among the area's many winter activities

- b) Encourage expanded participation of Cross-Country Sports, restaurants, Mt. Bohemia, Calumet Ski Club and other recreation-based and accommodation businesses in CVB marketing efforts.
  - c) Link “after-hours” activities with recreation marketing, including music, food, galleries, theater, etc.
  - d) Use Facebook and other social media tools to generate visitors.
- B. Develop and showcase skiing events tied with other events and cultural activities available in Calumet.

#### Outcomes and Strategies

- A. Promote and develop Calumet as the hub for outdoor activities consistent with its historic nature and abundant outdoor and natural feature, promoting ease of access to natural features and the variety



A motorcycle group rides through Calumet in July

- C. Target Michigan Tech, Finlandia University and other area students/families to market community as destination.
  - a) Coordinate seasonal events with other strategies to even out work and visitor patterns.
  - b) Promote books such as *Blooming Seasons*, by Harvey Desnick, and *Walking Paths and Protected Areas of the Keweenaw*, by the Michigan Nature Association, along with identified local tour guides to attract visitors interested in birds, flowers, and other attractions, especially off the current peak seasons.

**Goal 5. Improve communication, coordination and effectiveness of local development efforts**

**New technologies along with old-fashioned face-to-face events and meetings provide the tools to strengthen community bonds.**

Rationale: Calumet has a strong tradition of volunteerism and leaders who step up to get things done. Construction, machining and organizing crews of workers are among the predominant skills sets. Internet-based skills are also prevalent among people who have learned to connect globally and maintain productive activity during long winter months.

**Outcomes and Strategies:**

- A. Imbed ongoing coordination of CED work within Main Street.
  - a) Assign tasks to appropriate within the Main Street committee structure.
  - b) Make quarterly reports on CED progress across committees and by the director and other partners.
- B. Join and support efforts to consolidate Village and Township governments.



Village Council Chambers and adjacent offices are part of the Calumet Theatre building

- C. Explore financial support for Main Street program from Village and Township through contract for services.
  - a) Examine successful combinations among other Main Street programs.
  - b) Articulate benefits, challenges and barriers.
  - c) Explore ramifications with the Michigan Main Street program and other relevant agencies.
  - d) Articulate mutual benefits and cross-over of work of DDA and MSC.
  - e) Examine cooperate management and resource-sharing opportunities.





Calumet's Colosseum was retro-fitted for artificial ice skating by thousands of skilled volunteer hours and locally-donated material

- D. Convene a coordinating committee of arts and cultural organizations and businesses into an arts council-like entity.
  - a) Convene leadership of nonprofit and for-profit arts and culture enterprises to explore joint events and marketing opportunities.
  - b) Build on First Friday events to include performing arts and other business activities – book signings, bike demonstrations, new menu items, wine/beer tastings.
  - c) Leverage multi-disciplinary capacity of new Calumet Art Center to bring together a wider range of arts organizations and businesses.
- E. Re-double communication efforts through an enhanced Main Street newsletter, website, email blasts and other vehicles.

### Slogans Ideas

Calumet: The Superior Art Experience

Calumet: A Superior Experience

A Superior Blend: Industry, History and Arts

A Superior Experience: Art, History and Culture

Calumet: Where You Know There's Snow

Work Globally, Live Locally

High Tech Meets the Unbeaten Trail

Global Highways, Local Trails

Quality of Knowledge Meets Quality of Life

Global by Day, Local by Night

History is Our Business

Business is Our History, and History is Our Business

Industry is Our History, and History is Our Industry

Calumet: History in Place

History in Motion

Calumet: More Pioneering

Calumet: We Go the Extra Mile

**Funding** The activity that is the subject of this project has been financed in part with federal funds from the National Park Service, U.S. Department of the Interior, through the Michigan Department of History, Arts, and Libraries. However, the contents and opinions herein do not necessarily reflect the views of policies of the Department of the Interior or the Department of History, Arts, and Libraries, nor does the mention of trade names or commercial products herein constitute endorsement or recommendation by the Department of the Interior or the Michigan Department of History, Arts, and Libraries.

**Nondiscrimination** This program receives federal financial assistance for identification and protection of historic properties. Under Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975, as amended, the U.S. Department of the Interior prohibits discrimination on the basis of color, national origin, disability, or age in its federally assisted programs. Michigan law prohibits discrimination on the basis of religion, race, color, national origin, age, sex, marital status, or disability. If you believe you have been discriminated against in any program, activity, or facility as described above, or if you desire further information, please write to: Office for Equal Opportunity, National Park Service, 1849 C. Street, NW, Washington, DC 20240.

## Appendix A

### US Census County Business Patterns Data for Houghton County Michigan

## Houghton Micropolitan Statistical Area

### Percentage of Change from 2004-2007

	<u>All</u>	<u>Creative</u>
<b>Employees</b>	-1.51%	+46.12%
<b>Payroll</b>	+8.98%	+97.62%
<b>Establishments</b>	+0.70%	+10.00%

#### Creative sector employment

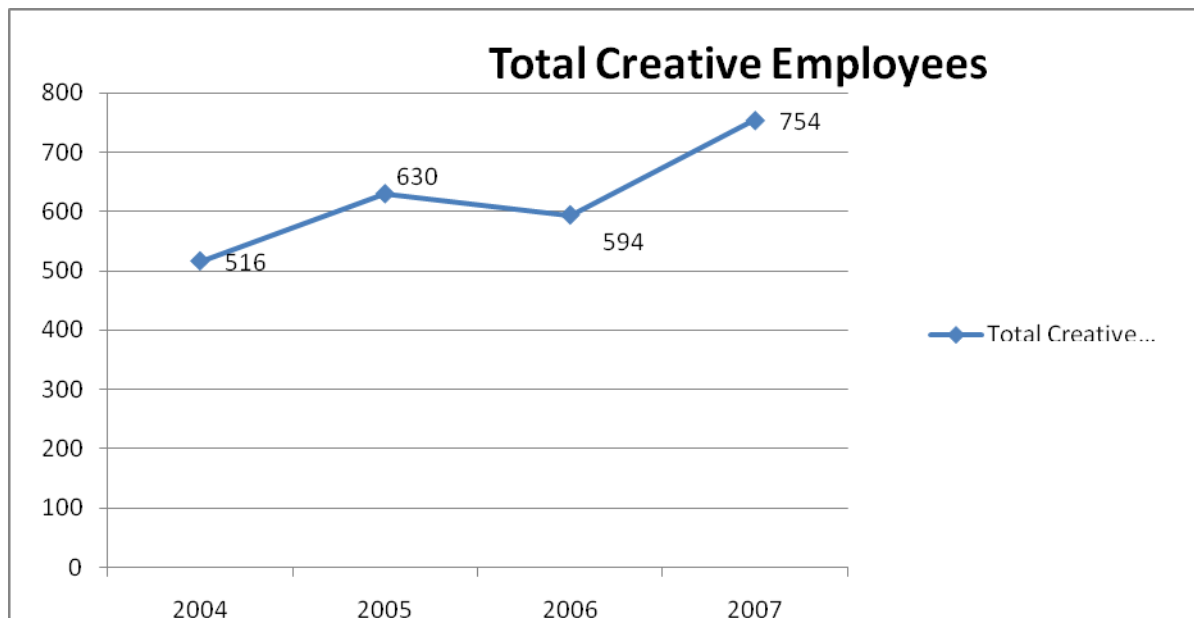
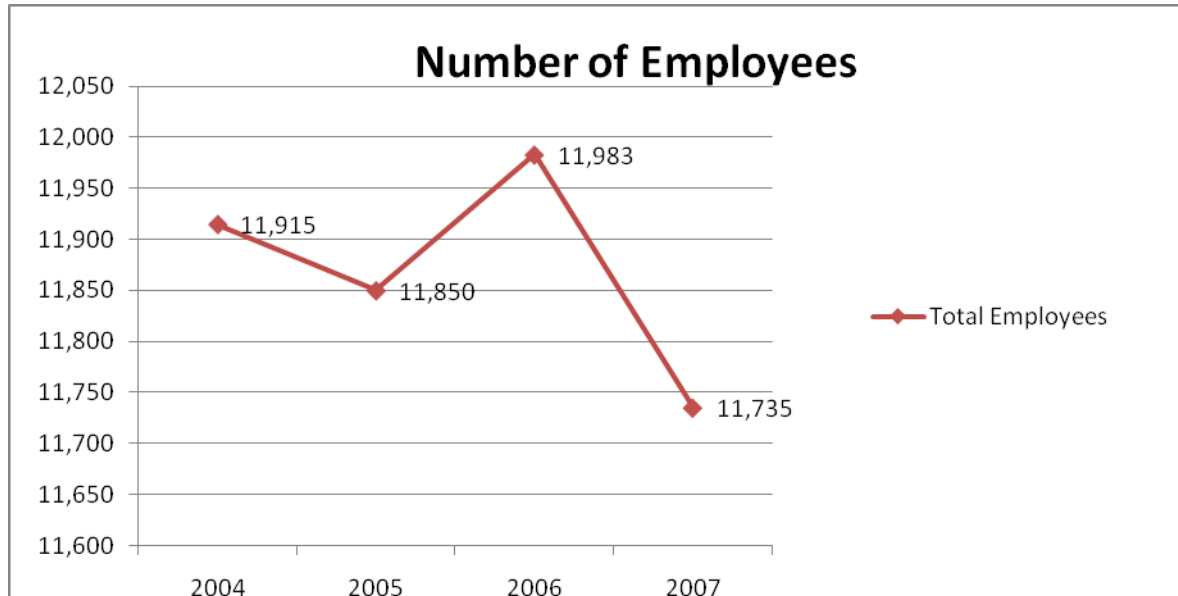
Consultants extracted information from creative businesses, using standard definitions of creative enterprises.<sup>2</sup> Changes in creative-sector payroll, creative-sector employment, and creative establishments appear to be significant. While they may not have as much impact on the overall economy as it might appear, it can be concluded that as a sector of the economy, it has grown at a faster pace than the overall economy.

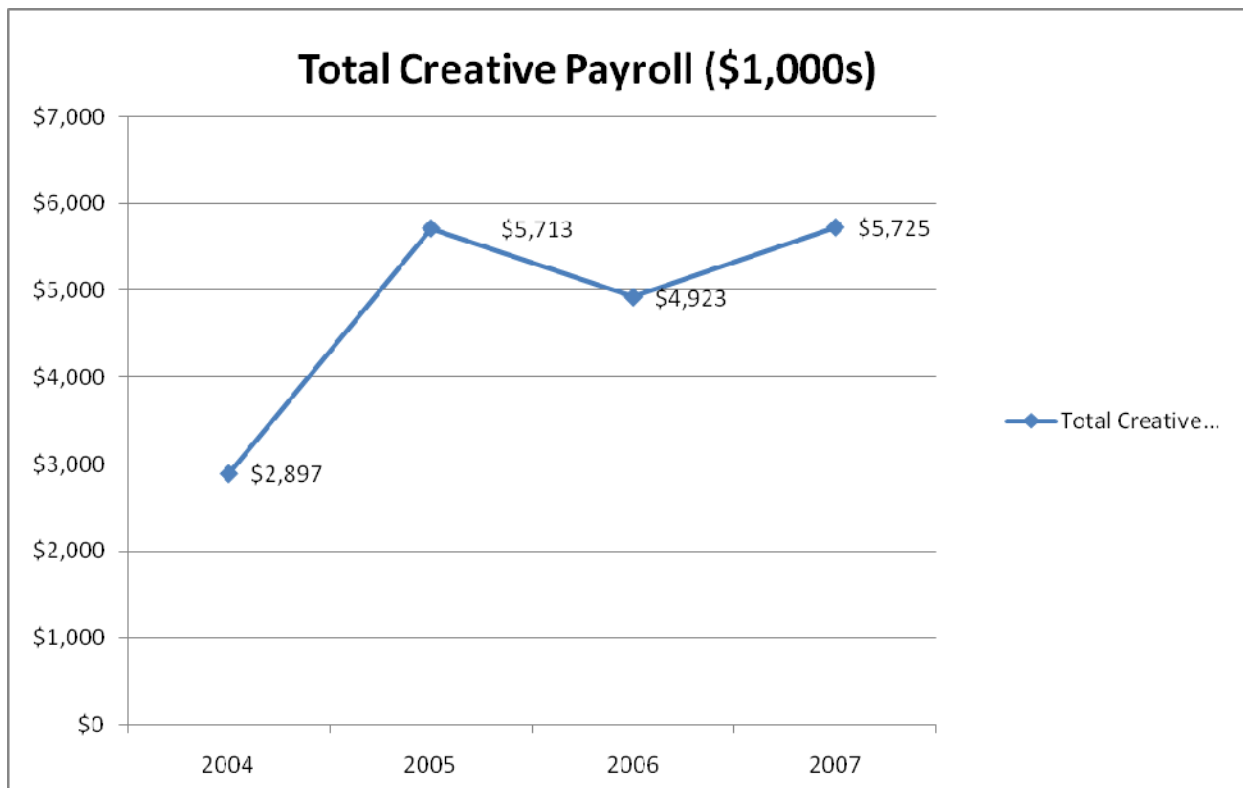
Although these percentages suggest there is large growth in the creative sector, it is mostly due to the relatively small numbers of employees and establishments, and their payroll. During these four years there were more detailed payroll figures available in the retail sales area that attributed to the majority of the overall payroll increase. This is not to say

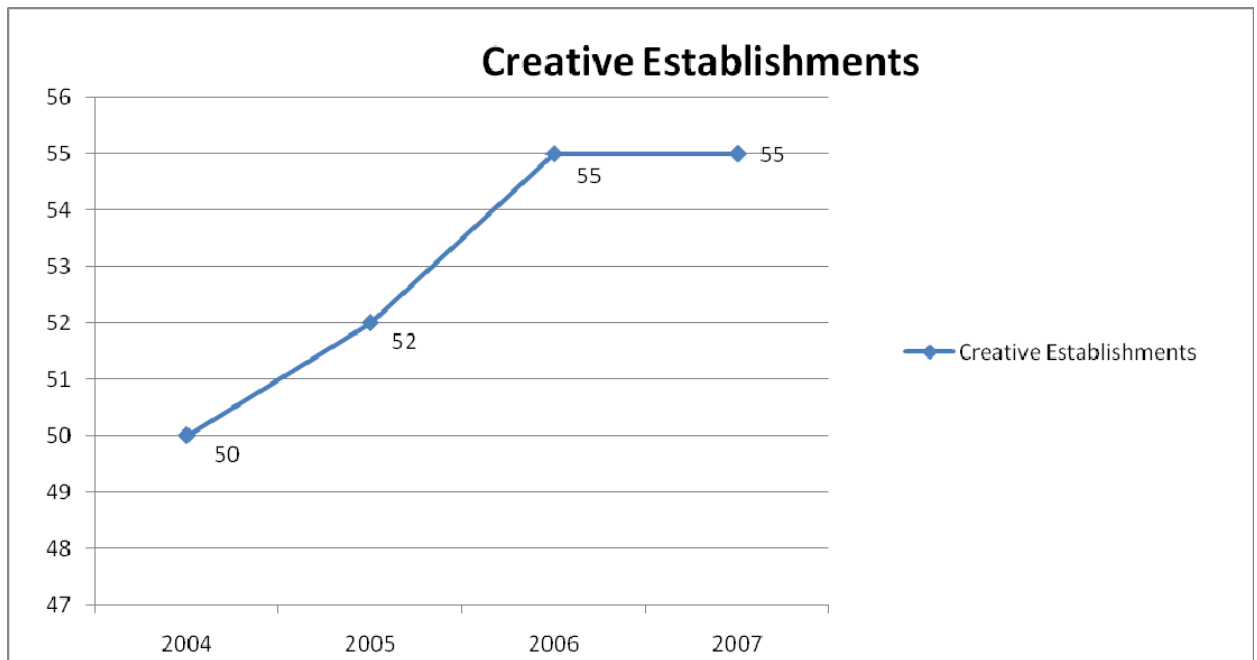
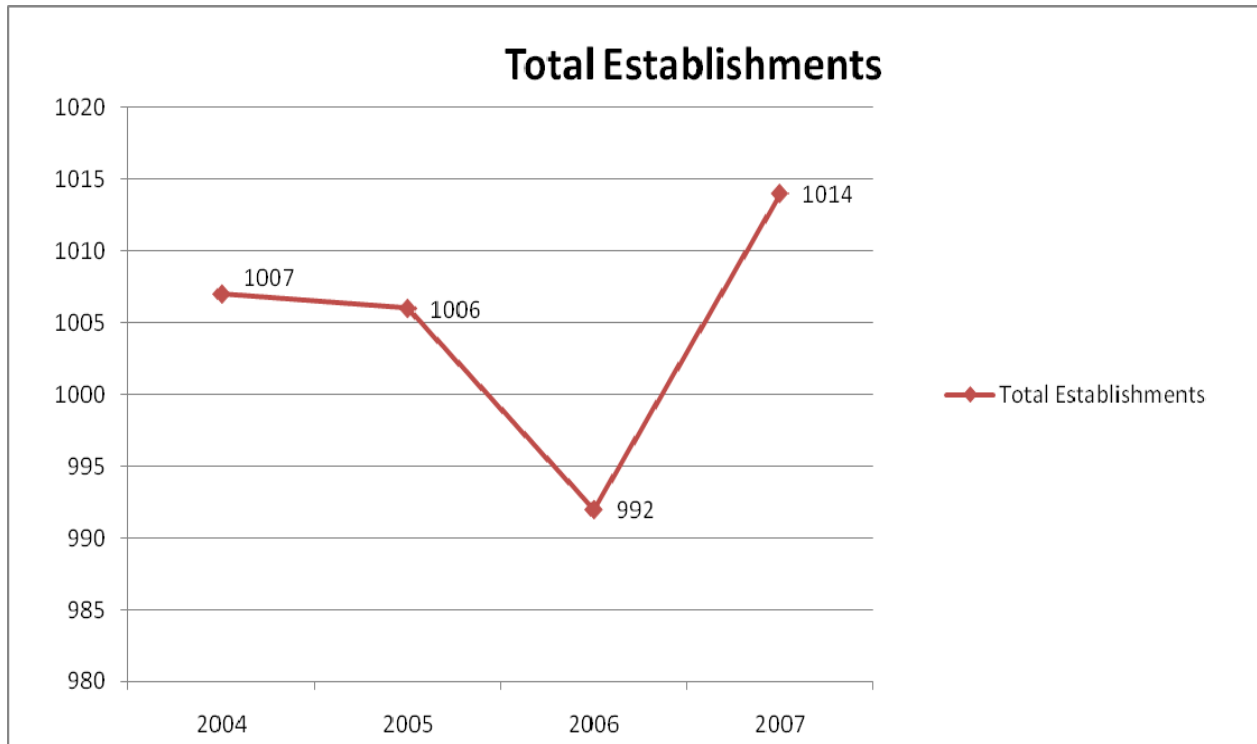
that the actual creative sector payroll has doubled, but that more data was available in the 2007 County Business Patterns. Anomalies in Census data from year to year make precise comparisons difficult. Also, because the comparison numbers are small, modest growth can be seen as a high percentage. For example, there was a growth of five creative establishments in the 4 year span, but because the number grew from 50 to 55, it shows a 10% growth.

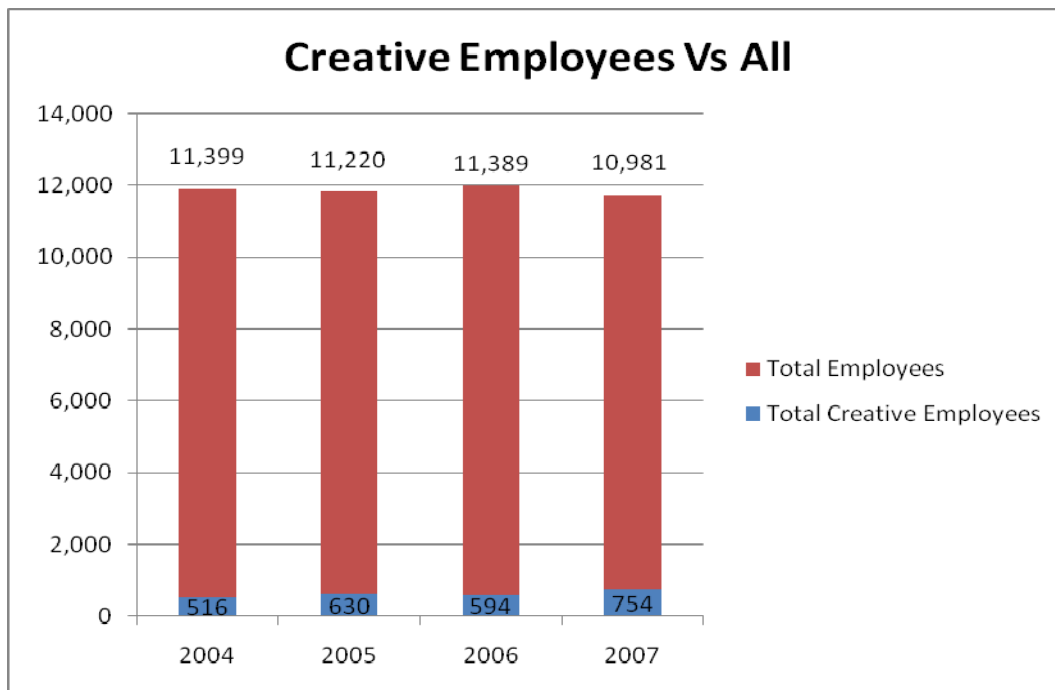
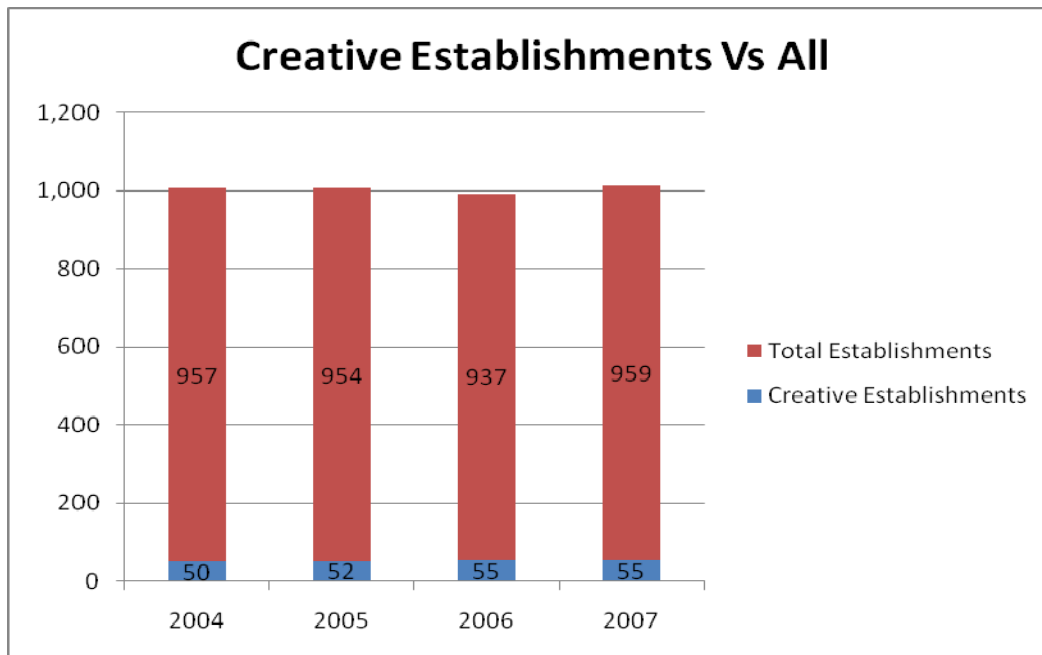
<sup>2</sup> Creative Economy NAICS Codes (Core and Peripheral) and overall definition of the Creative Economy are based on the New England Foundation for the Arts publication, *The Creative Economy: A New Definition* - November 2007, which can be found online: <http://www.nefa.org/pubs/index.html>







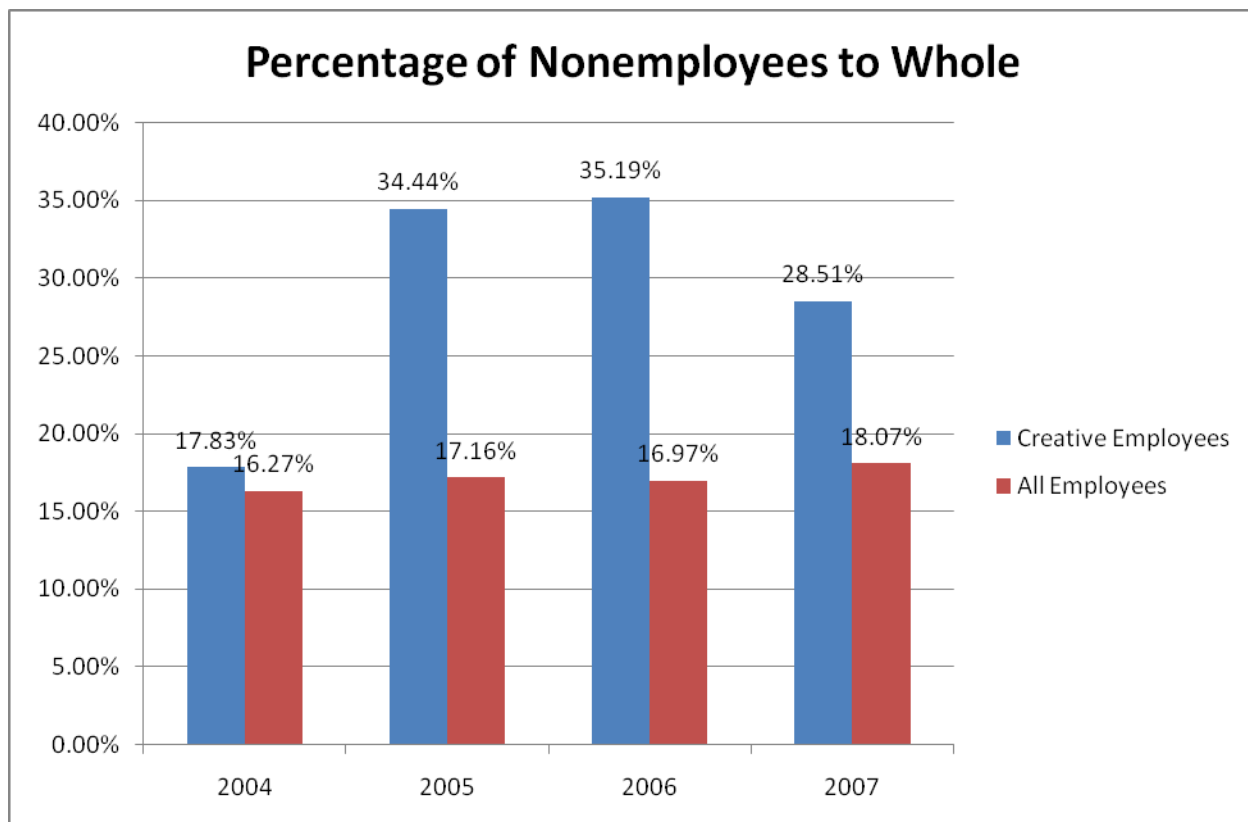




[NOTE. Data based on the 2004- 2006 County Business Patterns. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see Survey Methodology.]

All data from the US Census Bureau at <http://factfinder.census.gov>; annual economic surveys. Creative Economy NAICS Codes (Core and Peripheral) and overall definition of the Creative Economy are based on the New England Foundation for the Arts publication, *The Creative Economy: A New Definition* - November 2007, which can be found online: <http://www.nefa.org/pubs/index.html>



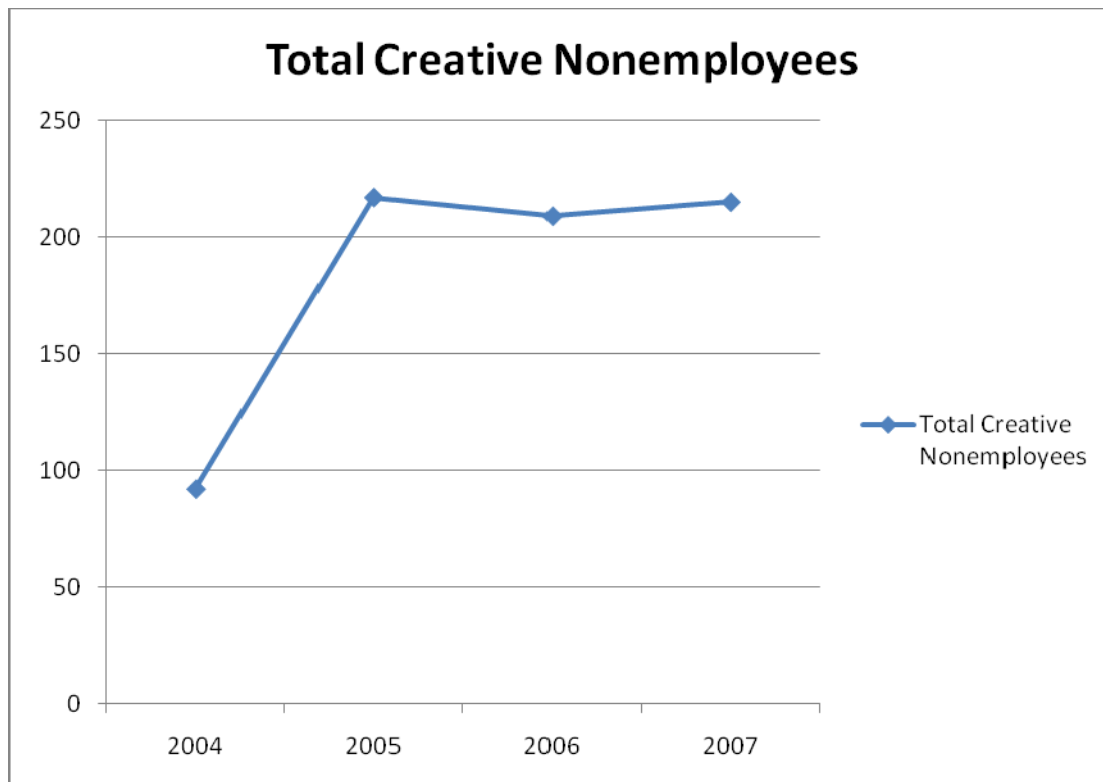
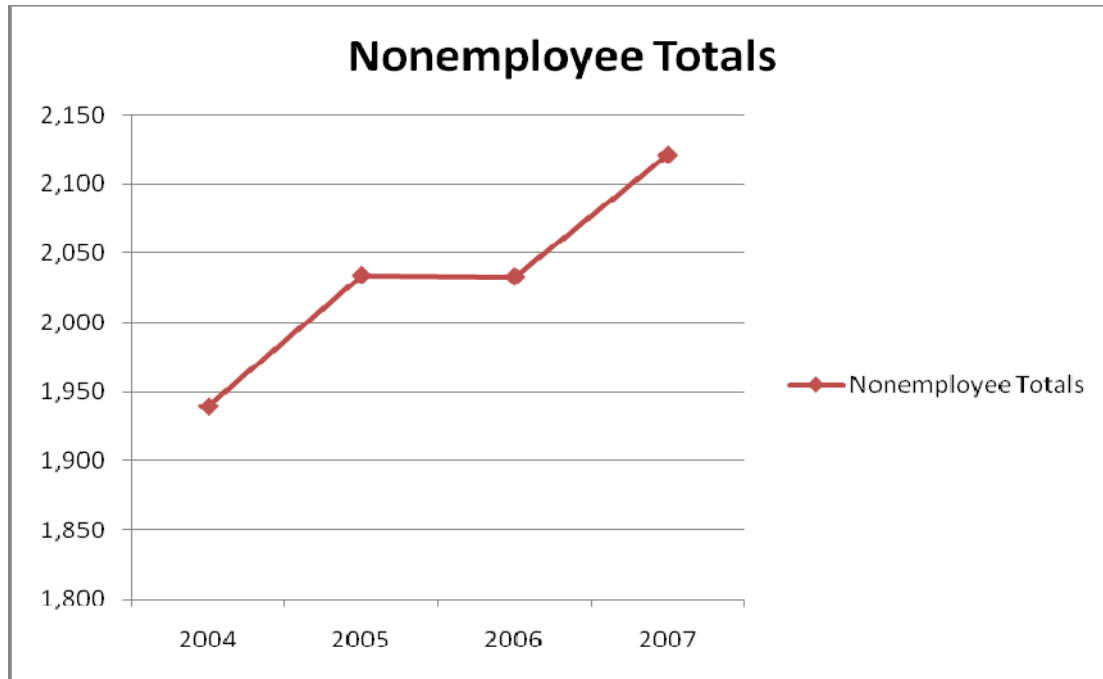


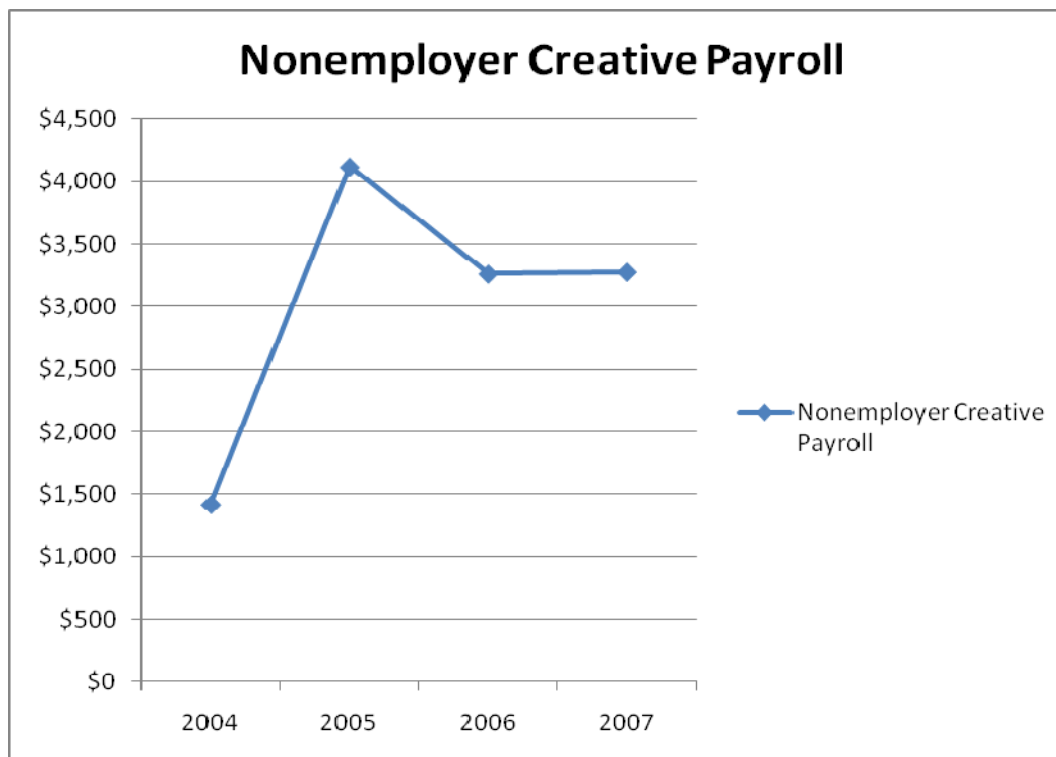
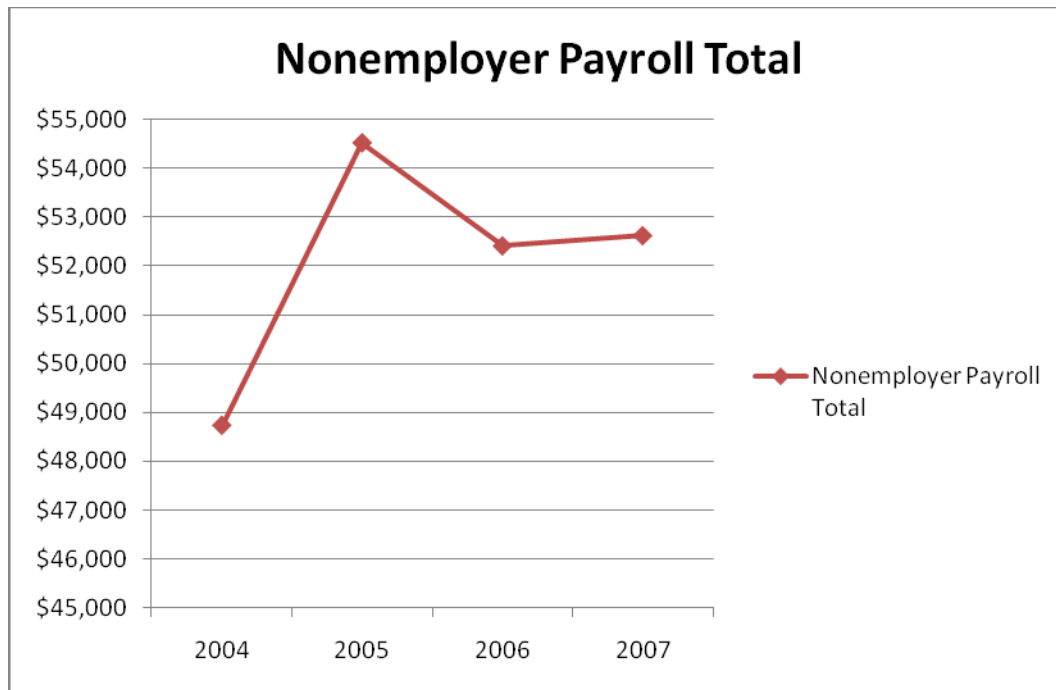
[NOTE. Data based on the 2004- 2007 County Business Patterns. For information on confidentiality protection, sampling error, nonsampling error, and definitions, see Survey Methodology <http://www.census.gov/epcd/cbp/view/cbpmethodology.htm> .]

Additional data from 2007 was made available on June 25, 2009 and accessed in August, 2009. This data may be refined in the near future by the Census bureau. <http://www.census.gov/epcd/nonemployer/2007/M33029620.HTM>

Additional data from 2007 was made available on July 9, 2009 and accessed on August 2009. This is preliminary data and may be refined in the near future by the Census bureau. <http://censtats.census.gov/cgi-bin/testmsanaic/msasect.pl>

All data from the US Census Bureau at <http://factfinder.census.gov>; annual economic surveys. Creative Economy NAICS Codes (Core and Peripheral) and overall definition of the Creative Economy are based on the New England Foundation for the Arts publication, *The Creative Economy: A New Definition - November 2007*, which can be found online: <http://www.nefa.org/pubs/index.html>





## Appendix B

### Assessment Survey Executive Summary

**Methods** This report summarizes opinions of 78 people from the Calumet area to a survey assessing cultural assets and cultural economic opportunities for the region. Calumet Main Street and its business and economic development partners distributed the survey to their constituents. The results do not necessarily represent the opinions of all Calumet citizens, but do provide a good sample of business owners, economic development advocates, creative workers, and cultural sector representatives. The survey opened March 25 and closed April 17, 2009.

#### Demographics of survey respondents

Seventy eight Calumet-area residents responded to the survey. Most represent the business and creative sectors. Nearly two thirds are married or partnered with children. About half were male and half female with a median age of 54. Most are college educated. Four in ten are employed, a third self employed, and two in ten retired. The median family income is in the \$40,000 to \$59,000 range. Nearly all (96%) are Caucasian.

**Second home owners** Only a few of survey respondents (8%) occupied a second or seasonal home in the Calumet area.

**Words associated with Calumet** When asked what words come to mind when thinking of Calumet, most often respondents cite Historic or history. Many cite the arts. Snow and home are frequently mentioned.

While most comments are positive, there are a significant number of respondents mention both a positive and negative word and the comments of few are entirely negative. Negative associations include: economically depressed, unemployment, struggling, run-down and dilapidated.

#### Significant Calumet attractions

Respondents cited significant products and attractions associated with Calumet. Art and the arts are most often mentioned. Copper, mining, the Calumet Theatre, and dining are often mentioned. Many also cited galleries and history. A few named the National Park, shopping, hardware, pasties, and Michigan House.

#### Most frequently visited Calumet cultural attractions

Locally owned food and drink places and shops or galleries to buy local or Michigan art and craft topped the list of most visited cultural attractions. Performing arts, parks and trails, specialty shops, and fairs/festivals are also well attended. A majority also visited antique shops and heritage sites.

#### Importance of cultural attractions

Respondents thought nearly all cultural attractions are important for Calumet visitors and residents. The most important (in priority order) are: shops and galleries to buy local and Michigan art and craft; historical/heritage attractions; performing arts; historic buildings; museums; and parks, nature preserves, gardens, trails, waterways. Most also agreed with the importance of fairs, festivals, and special events; the library; and bookstores.

#### Association with cultural organizations

Over half of respondents are associated with a cultural organization, most often historic preservation. Many also are members, volunteers, or staff of cultural education organizations. About a third of respondents are associated with visual or performing arts organizations.



### **Contributions to cultural organizations**

Three quarters of respondents made a cash or cash equivalent contribution to a local area arts, heritage, or cultural organization within the last twelve months.

**Purchase of Michigan art** Just over three quarters of survey respondents had purchased local or Michigan visual art within the past twelve months.

**News media sources** Daily newspapers topped the list of information sources followed closely by word of mouth. A third often used posters and fliers. About a quarter relied on email directly from programs, from Calumet Main Street, or radio. Individual organization web sites were important for some. Online social media, television, weekly newspapers, and National Park Service websites were least important.

**Downtown Calumet compared with other places** Respondents rated Calumet stronger than other places they shop in four areas: familiar faces - I know the people, they know me; authentic experience; and convenience. They rated downtown about equal in three areas: parking; customer service; price/value; and quality. Calumet is rated less well for attractiveness and open hours. Calumet is seen as significantly weaker in cleanliness and selection/variety.

**Business owners** Just over half (53%) of survey respondents owned or operated a business or intended to start one. Forty two business people answered questions in the following section.

### **Conducting business in Calumet**

Business owners rated Calumet's business climate.

More respondents (but not all) strongly agreed with the following statements (listed in order of most strong agreement):

- Visitors to cultural attractions contribute to the downtown economy of Calumet.
- Calumet's reputation as an historic and cultural center attracts customers.
- Calumet's small town look and feel are important to our customers.
- Business significantly improves on days of festivals and most other special events.

Business people tended to agree or be more neutral with the following statements:

- Calumet's downtown facade and street improvements have really helped business.
- There are unique or distinctive businesses and attractions that attract and retain customers.
- Customers who visit special community events return later to shop.
- We do a good job of referring customers to complementary businesses and attractions in Calumet.

Business people more often disagreed with the following statements:

- City permits and regulations encourage business development.
- Parking is adequate for our customers in pedestrian-friendly downtown Calumet.
- Parking locations in downtown Calumet lead customers to visit multiple businesses or attractions while in town.
- There is an adequate mix of businesses to attract and retain customers.

- Highway and street signs and markers clearly direct visitors to local businesses and cultural attractions.

**Business memberships** Two thirds of survey respondents were Main Street members. Four in ten were members of the Convention and Visitor's Bureau and about a quarter joined the Chamber of Commerce.

**Market locations** Many Calumet businesses report a wide market reach. Over half of responding business people report that their business primarily derives from outside Calumet. Of these, about a quarter draws most of their business from outside a 50-mile radius. Just over a third report that most of their business was local.

**Majority would recommend Calumet as a place of business** Six in ten business people responding to the survey would encourage a friend, who wishes to start or relocate a business, to do so in Calumet. However, nearly 40% were not sure, or would not do so. Those who were not sure they would recommend Calumet most often cited municipal regulations, zoning, and policies; and the small population base and low or seasonal traffic.

**Preferred business locations** Fifth Street was most often cited as the ideal location for a business in Calumet. Many also cited Sixth Street.

**Improving the business climate** Business people suggested what would most improve the climate for business in Calumet. Most often

they cited: improve buildings, facades, reclaim buildings; offer free downtown parking, remove meters; and clean up streets. Other repeated suggestions include: better directional signs, more or more variety of retail shops, interpretive guides, and more overall cooperation among business owners.

**Creative workers** Six in ten survey respondents identified as a professional visual or performing artist (any discipline), craft person, designer, writer, historian, librarian, cultural manager, or other cultural or creative worker. Forty five creative workers answered questions in the next section.

**Markets for creative work** Calumet creative workers market widely. The largest proportion market regionally (38%), a third market nationally or internationally (33%), and nearly as many (30%) market locally. Calumet creative workers are much more likely to derive their business from beyond a 50-mile radius of Calumet than other local businesses.

**Creative employment** 17 creative enterprises employed full time staff. Full time employees ranged from one to 1,650<sup>3</sup>; the median is two. Ten creative enterprises employed part time staff. Part time employees ranged from one to 16; the median is four. Four creative enterprises contracted with full-time contractors, from 2 to 200; the median is two. Twelve creative enterprises contracted with part time

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<sup>3</sup> The largest employer is an educational institution

contractors, from one to 100; the median is six.

**Self employment** Two thirds of creative workers are self employed.

**Second jobs** Just under half (45%) of creative workers work at other jobs to support themselves or their families. Fifty five percent do not.

**Creative worker needs** The most critical professional needs for creative workers are: stimulation of exhibitions, performances, or other creative experiences, increased sales or other earnings, and affordable health insurance. Marketing and networking are also very important. Many cited validation of their work and information as very important needs. Slightly fewer creative workers named these needs as very important: access to exhibition space; training or assistance in creative skills or techniques; help with web site development; affordable work space; and finding equipment, materials or supplies.

**Cultural organizations** Thirty three survey respondents identified as staff, board member, or other volunteer leader of a local area cultural organization (arts, humanities, heritage, or environmental). They answered questions in the following section.

**Cultural organization needs**

Operating funds top the list of very important needs for cultural organizations. Also very important are: volunteer development, public information/advocacy, programming funds, facilities improvement, help in marketing/audience development, and information. Others cite need for: developing existing boards of directors, networking,

training/assistance in funds development, training/assistance in planning, help with web site development, and information technology.

**Cultural organization funding trends**

Contributions to cultural organizations in Calumet are largely trending down somewhat or remain unchanged from all sources over the past two years.

**Needed for cultural contributions to the economy**

Funding for operations or facilities topped the list of what cultural organization leaders say would most help their organizations make a greater contribution to the Calumet economy. A few also mentioned the need for more marketing and more cooperation.

**Economic and community development organizations**

Eighteen respondents were associated with a local area economic development, community-development, or other civic improvement organization. They answered questions in the following section.

**Economic development**

**organization needs** Community development respondents cited nine needs as most important. These are: help with facade and streetscape improvements, volunteer development, operating funds, public information/advocacy, information, recruiting board or council members, programming funds, help with business incubators and start ups, and training/assistance in funds development. Least important was: Help providing assistance to artists and other creative workers.

**Funding trends** Earned revenues and membership fees were the only funding sources to increase for economic development organizations. Most other sources have not changed or have dropped. Federal and state grants dropped the most.

**Economic development organization needs to make a greater contribution to the community's economic development.** Economic developers cited need for funding and better communication and cooperation among organizations.



## Appendix C

### Visual Audit of Calumet

#### *Consultant Observations*

Calumet has multiple visual assets and deficits. The aesthetic appearance of its physical environment includes both. The historic nature and quality of the community make certain aesthetics appropriate and others not. The Village of Calumet, as well as other portions of Calumet Township, are within the Calumet National Historic Landmark District.



5<sup>th</sup> St. looking south – St. Anne's steeple, center left.

The core of the downtown includes many historic structures. Sidewalks are clean and in good condition. Some buildings are meticulously restored, some maintained in near original, yet aging, condition.



The Copper World retail façade was carefully restored

Others are vacant, have lost or covered their historic characteristics, or are falling down.



Sheet metal front facing 5<sup>th</sup> St., former Ben Franklin Store.



6<sup>th</sup> St. at entrance to downtown. Building to left has collapsed roof.

The majority of structures are in fair to excellent condition. Those in poor



condition give a sense of age and abandonment to otherwise historic character. Some even bring a certain allure of mystery (as ruins) and suggest possibility – as structures that could yet return to their original state. Brick pavement on 5<sup>th</sup> Street adds positively to the downtown's character.



Vacant building on 5<sup>th</sup> St. with great features shows possibilities.

#### Visitor Entrances to Village

Of greater concern in regards to aesthetics are the approaches to the historic downtown. There are three primary road entrances to Calumet Village from the north-south highway, Michigan 41 and 26, also known as Calumet Avenue. From south to north, the most used routes are, 6<sup>th</sup> Street, Red Jacket Rd., and East Pine St.



Calumet Village (top center) and Laurium Village (lower right) are divided by Hwy. 41/Calumet Ave. Both downtowns are several blocks off the major thoroughfare.

6<sup>th</sup> Street, as it exits Hwy. 41, is not indicated by road sign as a route to Calumet, although it would appear to be the most heavily trafficked. The Keweenaw Peninsula Information Center is located near the turn, and yet there is no directional signage. In general Michigan State Highway signs do not indicate Calumet as a destination at this intersection.



Left turn from Hwy 41 onto 6<sup>th</sup> St. is indicated only as part of Lake Superior Circle Tour.

Laurium, the village immediately to the east of Hwy. 41 has a larger population, though fewer commercial services. Road signs as far north as

Eagle Harbor, and south as far as Hancock favor Laurium, leaving Calumet virtually off the map.



State highways signs largely ignore Calumet.

There is some sentiment among advocates of the historic quality of Calumet that drivers should be discouraged from entering the village at 6<sup>th</sup> St., although local drivers appear to favor 6<sup>th</sup> St. For visitors, it does not quickly suggest the historic uniqueness of Calumet – it suggests a similarity to “Anywhere USA.” This approach gives no sense of arrival at a unique place. Little in the landscape at the junction of 41 & 26, including the two MDOT signs, suggest there is anything of interest for a traveler down 6<sup>th</sup> Street.



Approach to downtown on 6<sup>th</sup> (bottom left) passes shopping center (left) and vacant former industrial lands (right).

The town's primary tourist accommodation, the AmericInn, is located next to the strip mall on the west side of 6<sup>th</sup> St., thus making it a useful approach for overnight visitors. On the east side of 6<sup>th</sup> St., as the visitor enters the village, they pass considerable vacant land. Former mine structures are set back from the road. Winter or summer it is not too inviting.



Looking east while approaching downtown on 6<sup>th</sup> St.



The traffic pattern to entering 5<sup>th</sup> St. from 6<sup>th</sup> St. is confusing for visitors, unappealing and unmarked.

As 6<sup>th</sup> St. passes through downtown, it is Calumet's secondary and less restored commercial street. It connections on the northern edge of the village with E. Pine St. (Hwy. 203), a secondary route looping west and south back to Hancock. To the north and east it connects back to Hwy. 41, and other northern destinations.



Entering downtown heading north on 6<sup>th</sup> St. towards E. Pine St.

While 5<sup>th</sup> St. is the primary commercial street in Calumet Village, it is hardly visible from 6<sup>th</sup> St. It is entirely possible for an unfamiliar explorer to

pass through Calumet on the way to Copper Harbor, Mt. Bohemia, or other Keweenaw destinations without seeing its full historic and commercial offerings.



Vacant commercial building on 6<sup>th</sup> St.

On its own, 6<sup>th</sup> St. leaves a negative visual impression and offers few amenities for visitors. By-passing Calumet altogether may also be easily accomplished by drivers continuing on Hwy. 41. They could easily be unaware of Calumet. Those who do pass through the Village on 6<sup>th</sup> St. might see little reason to stop. Even if one drives the length of 6<sup>th</sup> St. and turns right on E. Pine St., 5<sup>th</sup> St. is a one-way street exiting onto Pine, making it extraordinarily inconvenient to loop back through the village's core.



Looking back at 5<sup>th</sup> St. from near E. Pine. Looping back to patronize 5<sup>th</sup> St. is not easy.



To find 5<sup>th</sup> St., one has to make a right turn just after the AmericInn onto C St., an uninviting and unmarked arc, and then make a left onto 5<sup>th</sup>, or later onto Red Jacket Road which connects back into 5<sup>th</sup>. Neither of these turns are inviting or well marked. Four large historic churches and a slight rise in grade block any view of the majority of 5<sup>th</sup> Street's commercial and historic district. Essentially, from 6<sup>th</sup> Street, downtown Calumet is difficult to find.



Making a right onto C St. from 6<sup>th</sup>, and then a left at the top of the rise onto 5<sup>th</sup>, or onto Red Jacket Rd.(which merges into 5<sup>th</sup>) are unmarked and awkward. Pedestrians from the AmericInn do not find a hospitable environment even in summer.

Red Jacket Rd. is the “preferred” entrance off Hwy. 41. The National Park Service has erected a formal national park entrance sign at this corner indicating the direction to Calumet’s historic downtown. There are also two NPS signs on 41, one from each direction in the MDOT right-of-way, which announce the turn to “Calumet Downtown and Historic Districts.”



Red Jacket Rd. makes a bee-line from Calumet Ave. (Hwy. 41 & 26, lower right) passing through former industrial and vacant areas not yet redeveloped.



Car makes left turn from Hwy 41 onto Red Jacket Road.



National Park Service sign serves as the primary announcement of Calumet.

Via this route, one has to drive four blocks through an assorted environment of former mine buildings, some of which are abandoned and/or unattractive, as well as unimproved parking lots, cement block buildings, and the Colosseum. Long term this area may be further developed by the Park Service as historic attractions.



The stretch between Hwy 41 and 5<sup>th</sup> includes former mine buildings, unimproved parking and newer utilitarian buildings.

While this entire approach is flanked by historic sites, they're not particularly inviting or attractive once past the first block where the former C&H Mining Company office (now NPS headquarters), Alexander Agazzi's former house and library are located.

These historic buildings are highly attractive and present themselves as important sites. However, they are not directly connected visually with the Village's downtown.



Former mine offices have been fully restored and are now Park Headquarters. Red Jacket Rd. in foreground.

As one enters the downtown, one passes through a curved bottleneck between the Union Building and the side of the massive St. Ann's Church that opens onto 5<sup>th</sup> Street. The NPS, with community input, has begun a cultural landscape plan that will enhance this approach while preserving the historic character.



St. Anne's Church, now the Keweenaw Heritage Center at St. Anne's.

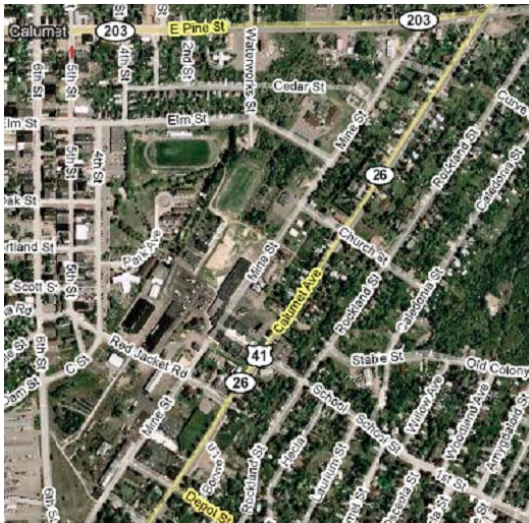




Union Building at entrance to 5<sup>th</sup> St., to be redeveloped by Park Service as a Visitor Center.

Finally, the E. Pine St. (or Hwy. 203) entrance is likely only used by travelers from the north. If traveling from the south, by the time a driver reached E. Pine, they've essentially, and in visual terms, passed Calumet.

Travelers from the north would be returning as they would have already passed Calumet on their way north.



E. Pine entrance to Calumet at top right. 5<sup>th</sup> and 6<sup>th</sup> St. at top left.

Hwy 41 is the only land route to the northern part of the Keweenaw. The E. Pine entrance is wholly unattractive flanked by mostly deteriorated or abandoned worker housing and industrial sites. It's about a 1/3-mile drive from Hwy 41 to 6<sup>th</sup> St., the first

through street to continue south and enter Calumet's downtown. Because 5<sup>th</sup> is one-way north, one could easily repeat the journey of passing through Calumet without seeing its major commercial district.



5<sup>th</sup> St.'s primary commercial district is not easy for visitors to find.

This problem is not an easy one to resolve. Poor street design and entrances to the village cannot be reasonably altered. With Red Jacket Rd. the preferred entrance – at least for first time visitors – more attention can be paid to signage and landscaping on the stretch between Hwy. 41 and 5<sup>th</sup> St. The community has examined changing 5<sup>th</sup> St. to a two-way street (reportedly on multiple occasions) finding it impossible due to the narrowness of the street and the unwillingness of merchants to give up parking on one side or the other, a feasible but unpopular solution.



Calumet's brick-paved commercial core on 5<sup>th</sup> Street looking south.

Calumet is a well-kept secret and needs to look at serious efforts to help visitors find all the community has to offer through prominent signage, landscaping, and revised traffic patterns while maintaining its character as a historic and walkable place.

#### Parks and Public Space

Alexander Agassiz Park is cited by community members as a valuable asset. It was originally owned by the C&H Mining Company, not becoming a publicly-owned space until the 1980s. It's original promise was never realized as key amenities such as a skating rink were never built. It was further compromised when pieces were sold off for a subsidized housing development and senior housing. Nonetheless, much of it remains but in less than pristine condition.



Agassiz Park sits parallel to 5<sup>th</sup> St. one block east as a buffer between the Village and former mining operations.

A small attractive park pavilion is well maintained for seasonal functions and intermittently provides public restrooms to travelers.



Agassiz Park Pavilion

The Coppertown USA Museum operates seasonally as a volunteer-driven nonprofit and Heritage Site for the National Park Service's Keweenaw Historical Park.



Coppertown USA Museum occupies a former mining company building

Other sites in Calumet include the Firefighters Memorial Museum, and St. Anne's Heritage Center.



Upper Peninsula Firefighters Memorial Museum on 6<sup>th</sup> St. in downtown Calumet is one of the Heritage Sites affiliated with the National Park Service.



Italian Hall was demolished in the early 1980s. Site was acquired by the Park Service for future development.

National Park Service property in Calumet includes the site of the former Italian Hall, site of a devastating 1913 disaster that occurred during an especially bitter labor dispute. It remains present with the community to this day. Plans are being made to commemorate the event in 2013.



## Appendix D

### Marketing Analysis & Recommendations

#### Arts Extension Service

#### University of Massachusetts Amherst

*Researched and Written by:*

*Maren Brown, April 1, 2009*

#### Objectives

This purpose of this report is to record observations and recommendations about the marketing of Calumet's cultural resources to inform the development of a cultural economic development plan by Dreeszen and Associates.

#### Cultural Resources Defined

We consider cultural resources to include history and historic buildings and sites; visual and performing arts producers and presenters; artists and craftspeople; museums, galleries, shops; and studios; historic inns and restaurants; library, writers, and bookstores; and specialty food producers and retail shops. We include creative workers and businesses such as designers, architects, and news media.

### Research and Analysis Conducted

In preparing this report, I engaged in a four-stage process for researching Calumet's marketing image.

1. Review of 2004 Market Study Draft Report: An extensive market study was conducted by the Downtown Professionals Network in 2004, and results of this study were reviewed as part of this research.
2. Brochure Review: 38 brochures picked up by Tom Borrup in literature racks on a recent site visit to Calumet were reviewed for this part of the marketing analysis.
3. Internet Presence: In engaging in this part of the analysis, I selectively reviewed the web presence of Calumet along two dimensions:
  - *Selected Web Sites*: I reviewed a handful of web sites that emerged among the top three listings in

Google with the search terms "Calumet, Michigan" and "Calumet, Michigan Art." The data is conclusive that the majority of traffic to web sites is driven by people who look for it on a search engine, and that most Americans who use the internet make use of search engines on a daily basis.<sup>4</sup> Because of this, it is most likely that visitors and residents will use search engines to locate events and attractions in Calumet, and those that emerge in the top results are most likely to be visited. Web sites reviewed were:

- Main Street Calumet: <http://www.mainstreetcalumet.com/>
- City-Data.com (commercial site) <http://www.city-data.com/city/Calumet-Michigan.html>
- Copper County Reflections <http://www.pasty.com/reflections/id306.htm>
- Dawn's Design and Craft Fair <http://www.dawncrafts.com/>
- Calumet, Michigan Post Office Mural <http://www.wpamurals.com/Calumet.htm>

- *Social networking site presence*: I reviewed the Calumet presence on three key social networking sites: YouTube (video sharing site), Technorati (blog site search engine), and My Space. All are among the most frequently used social networking sites on the web.<sup>5</sup> Sites reviewed were:
  - Blog: The Polish Pioneers of Calumet Blog <http://calumetmi.blogspot.com/>
  - Blog: Absolute Michigan Event Calendar <http://www.absolutemichigan.com/d>

<sup>4</sup> A 2008 study by the *Pew Internet and the American Life Project*<sup>4</sup> indicates that 49% of internet users use a search engine on a typical day, which is up 69% from 2002. The #1 search engine site in the U.S. is Google.

<sup>5</sup> "At First, Funny Videos, Now a Reference Tool," *New York Times*, January 17, 2009 accessed on March 1, 2009 at [http://www.nytimes.com/2009/01/18/business/media/18ping.html?\\_r=1&scp=2&sq=You%20Tube%20search%20engine&st=cs](http://www.nytimes.com/2009/01/18/business/media/18ping.html?_r=1&scp=2&sq=You%20Tube%20search%20engine&st=cs)

[ig/michigan/april-michigan-event-calendar/](http://ig/michigan/april-michigan-event-calendar/)

- You Tube: Brian and Jayne Explore Calumet, Michigan:  
[http://www.youtube.com/watch?v=B\\_xbesSAy\\_Y](http://www.youtube.com/watch?v=B_xbesSAy_Y)
  - My Space: Main Street Calumet (listed as 100 year old female!)  
<http://www.myspace.com/mainstreetcalumet>
4. **Interview:** Six civic leaders (selected by Calumet Main Street Manager, Tom Tikkanen) participated in our one hour phone interview on April 1, 2009, including: Tom Tikkanen, Main Street Manager; Ed Gray, artist & gallery owner; Jane Van Evera, artist and gallery member, member of the village council; Julie Waara, hotel manager and Keweenaw Convention & Visitors Bureau board member; Harvey Desnick, artist, gallery member and business owner; Jim Corless, Keweenaw National Historical Park Superintendent. Interview questions were designed to elicit marketing strategies that have been utilized in Calumet to promote cultural resources, the successes and challenges encountered, and ideas to guide future marketing efforts.

**Acknowledgments** Calumet is one of four innovative Michigan Main Street communities to undertake cultural economic development planning. Planning is sponsored by the Michigan Main Street program, a joint partnership between the Michigan State Housing Development Authority and its Michigan Main Street Center and the Michigan Department of History, Arts, and Libraries and its State Historic Preservation Office. Local planning is organized by Calumet Main Street.

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## OBSERVATIONS:

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### *Market Study Review<sup>6</sup>:*

#### **Downtown Calumet compares well with neighboring towns in its “authentic” downtown**

“No other community in the Keweenaw Peninsula can boast of a downtown that even remotely competes with Calumet in terms of history, scale, architecture and visual appeal.” (p. 6).

#### **In 2004, participants in meetings and workshops identified historical assets as top selling points of the downtown area**

The historical assets of the town, including “historic buildings, brick streets, history: mining heritage” were cited as among the top “selling points” to downtown Calumet. (p. 18)

#### **In 2004, multiple audience intercept surveys revealed that Calumet Theater is much appreciated**

While the preponderance of survey respondents had negative associations with Calumet downtown, Calumet Theater emerged several times as a positive attraction for the community. (p. 19)

#### **In 2004, the most common advertising media used by businesses were radio and newspaper**

65.1% of the respondents selected radio, with 55.8% selecting newspaper. No further information about consumer preferences appeared in this draft report. (p. 20)

#### **In 2004, it was recommended that Calumet develop more cooperative marketing**

Several recommendations were offered, including coupons, business directories, and shopping guides. (p. 53)

**Calumet is “strongly positioned, both geographically and culturally, to enjoy and sizeable tourism market”**

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<sup>6</sup> All observations culled from a review of the draft report by the Downtown Professionals Network, “Downtown Calumet Market Study,” July 11, 2004.



Researchers identified Calumet’s “Copper Country” history and historical architecture in the downtown area to enable the town to “position itself as *the* center for cultural and heritage tourism in the region.” (p. 46)

#### **Wayfinding signage system recommended**

It was suggested in 2004 that the town work with the National Park Service and the Michigan DOT to improve wayfinding signage in the town. (p. 51)

#### ***Brochure Review:***

##### **Cultural resources are well represented on the literature racks in town**

Of the 38 brochures reviewed, 60% were advertising cultural venues and events, such as historic sites and museums, theater performances and galleries. Not surprisingly, the overall quality ranged from higher end (full color, high quality) to lower cost brochures (produced on a home computer), with most materials representing current or future events.

##### **There is a strong emphasis on cultural heritage tourism in the materials**

Of the 38 brochures, 17 brochures featured historical attractions and sites.. Two brochures featured walking/driving tours: Keweenaw County Historical Society and Laurium Historic District Tour.

##### **General tourism brochures rarely included cultural or historic attractions**

Despite the abundance of brochures from heritage sites in the literature racks, general tourism guides emphasized active outdoor sports like skiing, kayaking, biking and snowmobiling, and rarely included any mention of cultural or historic attractions.

#### ***Internet Presence Review***

##### **Main Street Calumet is making good use of the internet to promote the town**

Calumet Main Street’s web site is easy-to-navigate and ranks high in the Google search engine results (despite a lack of keywords—see below). The site is current, and has a strong visual presence with basic e-commerce features. There is a strong link to heritage attractions on

the site, with current events information. Main Street Calumet has also established itself on My Space—an important social networking site. The My Space text is edgy and humorous (Calumet is described as a 100 year old woman on MySpace)—perfect for this audience.

##### **Non-Commercial Calumet web sites are not well optimized for search engines**

Analyzing keywords (hidden text that helps automated search engines locate information on web sites) in non-commercial sites reveals there is little attention to basic search engine optimization features. Including basic information, such as keywords (hidden text in the source code on the site) can help to raise the site in search results. This information could be shared with the multitude of heritage sites in the area to assist in raising the profile of these sites.

##### **Calumet is taking advantage of statewide resources for listing events**

The presence of Calumet on several months’ worth of the high-ranking blog Absolute Michigan Event Calendar is a sign that Calumet civic leaders are taking advantage of existing resources and maximizing their exposure for events in the state.

#### ***Interview***

##### **It is tough to engage younger generations in Calumet**

Lack of cell phone coverage and technology amenities make Calumet a hard sell for technologically-savvy young people, who want this kind of electronic access. Ideas for creating more interactive exhibits are being explored at the National Park Service as a way to engage more young people and families.

##### **There is a strong tourist market for “relative tours”**

It is estimated that half of the visitors to the National Park are people who are researching genealogy or having reunions in the town. One participant pointed out the 50,000 people used to live in Calumet, and though the town is much smaller today, “those people have relatives” that can be tapped for tourism.

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**Natural resources are a major draw for Calumet and civic leaders have been inventive about how to draw these visitors into the center of town**

Efforts to combine outdoor events with downtown, like ending mountain biking and cross country ski races in the center of town, have largely been successful in attracting attention from those who live outside the region.

**Theme-based storefront exhibits have been a great way to link local merchants and cultural attractions**

Two summers ago, a foodways exhibit was held at the Heritage Center (not sure if I got this name right—the connection was bad!) and local merchants were invited to put exhibits in their storefronts that related to this exhibition. This will be repeated this year, with a theme of the impact of music throughout copper country.

**Email has been very successful at drawing crowds to First Friday events**

Business leaders help to promote First Fridays to an email list serve of 5,000 people, and this appears to have been very successful at drawing people to the events. These events are also very lucrative for local business leaders, with one indicating that 35% of their income comes from them.

**Calumet needs to do a better job of engaging local, regional and national press to do stories on the town**

This theme emerged several times during the interview, with participants indicating that articles in magazines, such as Superior Magazine, have been very successful at drawing visitors to the region.

**Interview participants offered several intriguing “no-limits” marketing strategies**

Several ideas were offered in a “no limits” marketing strategy discussion, including having feature films made in town and buying the top ten markets and running television ads.

**There is a significant untapped college market in the region**

Students and their families visiting area educational institutions present a market that has not fully been tapped.

**There are challenges in partnerships, particularly between the regional Chamber of Commerce and the Convention and Visitors Bureau**

There is considerably animosity between the regional Chamber and Convention and Visitors Bureau that has made it difficult for Calumet to promote the town to visitors. Promotions and activities that are most successful are when a “wide variety of groups are partnering together.”

**Funding is limited**

There is a “serious lack of funds to get the word out” that limits Calumet’s ability to promote itself more widely

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**PRELIMINARY SUGGESTIONS FOR ACTION  
BASED ON REVIEW OF MARKETING  
MATERIALS AND INTERVIEW:**

**Invest time into improving the connections between Calumet Main Street’s social networking sites and its web site**

While Main Street Calumet’s web site is well designed, there is little correlation between its design and that of the My Space page. Think about creating more consistent branding between your web site, social networking sites and email campaigns (please note that I have not viewed your email campaigns, so these may already be consistent). Offer reciprocal links between the Main Street web site and the social networking sites where you have a presence. Provide social networking features on the web site, such as social bookmarking (<http://delicious.com/>), RSS feeds, etc.

**Add keywords to your official web sites, and generally promote them more aggressively**

Although Calumet’s “official” and nonprofit web sites ranked high in the Google rankings (Main St. etc.), there is an increasing trend for non-local “commercial” sites to dominate the search rankings because of their skill at creating sites that include local information that are optimized for search engines. These sites can portray an undesirable—and even seedy—vision of a town, if civic

leaders are not aggressively promoting their own web sites to maintain their high search engine rankings (mainly because research shows that the vast majority of people who use search engines don't venture beyond the first three pages of results). Though Google's "formula" for ranking web sites is not publicly available, it is widely accepted that web sites are generally ranked high for three key reasons: (1) there are lots of links to the site from other web sites; (2) the text on the page has words on it that are consistent with the terms being searched (i.e. Calumet, Michigan); (3) the "hidden text" on the page (such as keywords and alt tags) also have terminology that is consistent with the search criteria. Image-heavy home pages are actually not a good idea for a web site, because they often lower your search engine ranking (you have no visible text on the page to search, just hidden text). I especially like the book *101 Ways to Promote Your Web Site* by Susan Sweeney because it offers very simple, low-cost tools for improving your search rankings and promoting your web site.

#### **Add a press area to the Main Street web site**

Here's where you can offer journalists press releases for events, downloadable images for print, and other materials to help them to more easily access stories on Calumet. This would be a good place for a committee to generate 12 ideas that could be posted on a monthly basis and then promoted to various newspapers and magazines with a link to the press area.

#### **Create consistent branding to capture specific markets**

Several evocative words were used to describe Calumet in the interview that could be used in a branding campaign, such as "Copper Country," "mystical experience," "the end of the road," and "pristine". Several of these—either in isolation or combination—could be used as slogans to complement marketing campaigns, such as "at the end of the road, a mystical experience," or "in the heart of Copper Country." It may be useful for Calumet to work with a marketing consultant to tease out ideas and work more on a more tactical level to develop a marketing campaign that is consistently branded and offers clear tag lines targeted to specific groups of visitors

#### **Build a national campaign to target "relative tour" visitors**

Given the interest in "relative tours," I strongly recommend that you create a marketing campaign that focuses on this theme, while also exposing visitors to the current vibrancy of the area, such as "Explore the past, experience the present" with a montage of images that evoke the natural splendor of the area combined with heritage aspects. It may be useful to partner with the state tourism bureau (thus circumventing challenges on a local level) on creating familiarization tours that offer tour operators a menu of theme-based tours that could be developed around this concept. The theme-based storefront exhibits focusing on copper country music could be a great way to kick start this idea.

#### **Work with area colleges to capture the student market**

Interview participants talked about the number of college students and their families who visit the area and fill hotels and bed and breakfast establishments each May. Perhaps a more targeted campaign could be developed in collaboration with area colleges to reach out to students and their families and inform them of the attractions in the area (thus prolonging their stay).

#### **Consider working with the Michigan Film Office to promote Calumet as a site for feature films**

Take advantage of tax credits being offered by the Michigan Film Office to filmmakers seeking locations to film. On their web site, you can submit property for filming at <http://www.michigan.gov/filmoffice>. Given the plethora of historic buildings in Calumet, this would be a great way to capitalize on this asset and build awareness of the region.

#### **Make targeted marketing investments to create big impact**

While it may seem unimaginable to "buy all of the top ten markets and run television advertising" as one interview participant remarked, through YouTube, Calumet could effectively achieve a similar outcome. Targeted investments in high quality videos on Calumet that are cleverly written and produced could be uploaded to YouTube for maximum exposure. Similarly, investing in high quality photography of the town and environs could be utilized in print and internet marketing campaigns for maximum effect. This could also help to mitigate against what one interview

participant remarked was a common refrain of guests visiting her bed and breakfast: “our guests are surprised by the cultural resources and history here...that we aren’t a hick town.”

**Consider integrating Native American Indian stories in larger marketing narratives**

Several interview participants mentioned the lack of attention paid to the area’s Native American Indian presence in historic sites and attractions. Simple ways to begin doing this are to convene a group of Native American Indian residents and scholars to advise the town on ideas for developing a more complete narrative of the region in its marketing and interpretive materials.

**Establish methods for tracking the success of marketing efforts**

There are multiple ways to track the success of marketing efforts, including the free service Google Analytics for web sites ([www.googleanalytics.com](http://www.googleanalytics.com)); email marketing service statistics (such as Vertical Response and Constant Contact), simple surveys at businesses (how did you hear about our business today?, collecting zip code information, etc.), observation of attendance at events after specific promotions, and so forth. This will help you to make the best investment you can with your marketing dollar.