

City of Battle Creek, Michigan
Community Development Department

Consolidated Plan 2015-2019

Prepared for the
U.S. Department of Housing
And Urban Development



Acknowledgements

This plan is the result of the efforts of many people and organizations. The City of Battle Creek Community Development staff would like to thank all the organizations and the members of the public that participated in the consultations, public meetings and the community development survey during the development of this plan. Community Development would like to give a special thank you to the organizations on the Consolidated Plan Task Force for help designing the public process and coaching the analysis of the data.

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Executive Summary

ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. The City of Battle Creek's Community Development Department supports neighborhoods by administering federal programs and coordinating planning efforts. It administers the federal **Community Development Block Grant (CDBG)** and **HOME Investment Partnership (HOME)** formula grant programs. It is also responsible for administering the City's allocation of federal **Neighborhood Stabilization Program (NSP)** funds in the historic northside and in the Wilson/Coburn neighborhoods. Every five years the City of Battle Creek coordinates a community-wide planning and needs assessment process to develop a five-year Consolidated Plan which governs the spending of these federal funds. Other federal funds provided through the U.S. Department of Housing and Urban Development (HUD), not administered by the City of Battle Creek but included in the Consolidated Plan, include **Continuum of Care Homeless Assistance** which provides funds to the Haven of Rest, S.A.F.E. Place and Summit Pointe's housing and homeless assistance programs; and **public housing and rental vouchers** provided through the Battle Creek Housing Commission.

CDBG funds are awarded to entitlement cities of over 50,000 in population, counties and states. Communities develop their own programs and funding priorities based on national objectives for neighborhood revitalization, economic development and provision of public infrastructure and services. Priority must be given to activities which benefit low- and moderate-income people, or aid in the prevention and elimination of slums and blight.

The Consolidated Plan calls for a community-wide planning process to identify needs and create a plan to address them. It includes consulting with individuals and organizations in both the private and public sectors. It involves the collection and analysis of data concerning the needs of households, as well as the market conditions that shape where we live, work, and play. The result is a plan that accounts for community development related activities throughout the city, sets measurable goals for meeting specific community needs, and gives direction for how City-administered federal dollars will be spent.

Community development funding strengthens neighborhoods by enforcing standards through code enforcement and helping homeowners preserve housing values through infrastructure improvements, demolition of vacant and unusable properties, housing rehabilitation and minor home repairs.

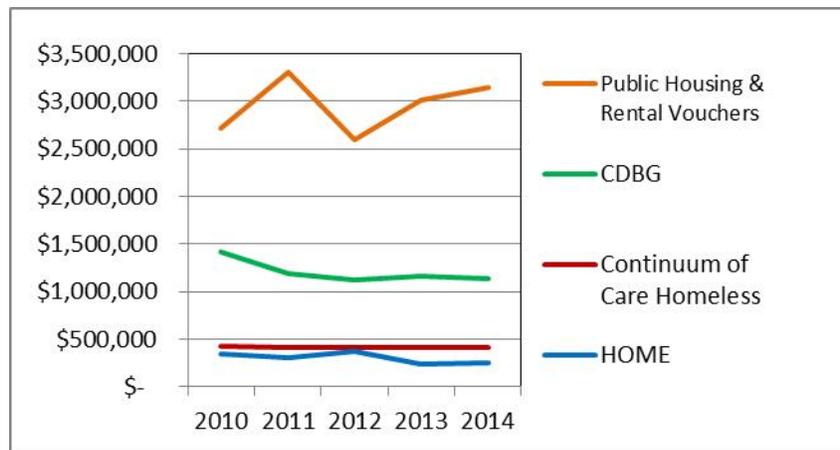
Community Development values are to:

- Encourage investments of time, money and energy into existing neighborhoods to retain current residents and attract new ones;
- Contribute to quality affordable housing production for low- and moderate-income households in vibrant, diverse, and sustainable neighborhoods; and

- Promote placemaking to build on local assets, and create places that promote health, happiness, and well-being.

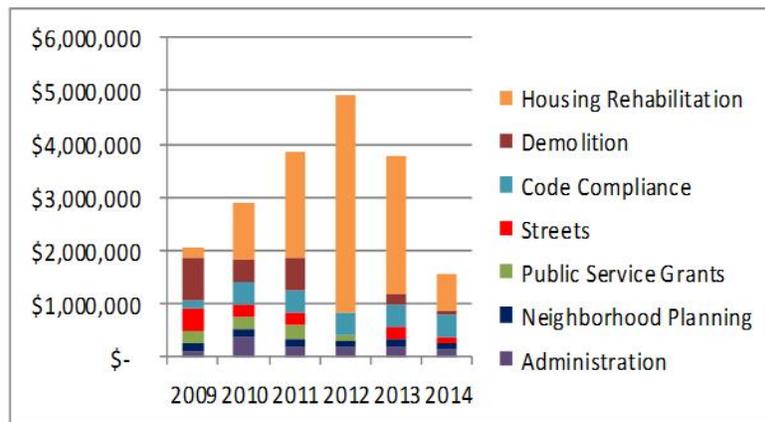
There are many choices in how Battle Creek spends its federal community development funds. The Consolidated Plan looks at needs and market conditions, lays out a plan for how funding is spent and how program goals work together to strengthen neighborhoods. With a renovated and rejuvenated downtown, a recovering economy, a healthy nonprofit sector, committed individuals, foundation resources, and a responsive City government, we need to understand our challenges and build on our strengths to realize our common commitment to a healthy and thriving Battle Creek.

Figure 1: Battle Creek Federal Community Development Funding, 2010-2014



As the federal community development funding chart above demonstrates most sources of federal funding for community development are flat or decreasing. CDBG and HOME have experienced significant cuts during the past five years at the cost of reduced public services and limited numbers of houses able to be rehabilitated.

Figure 2: CDBG, HOME and NSP Funding by Activity, 2009-2014



The graph above shows the range of activities community development has funded during the past six years in Battle Creek using federal sources. HOME is limited to producing units of affordable housing, and the Neighborhood Stabilization Program was one-time funding to rehabilitate or demolish abandoned properties. CDBG funds the widest variety of activities and has been used to inspect and register thousands of rentals in low-income areas, rehabilitate hundreds of low-income senior citizens' homes, and fund a variety of nonprofit programs through public service grants. Federal funds have been focused on preserving home values through code enforcement and rehabilitation of homes in the City's most vulnerable neighborhoods.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

Problems facing neighborhoods are complex and multifaceted, and the Consolidated Plan survey and public process gauged people's thoughts and priorities about Battle Creek's neighborhoods. The strategies and priorities developed to guide federally-funded community development activities during the next five years include:

Local Priority 1: Encourage vibrant neighborhoods and support a well-functioning housing market

Strategies to encourage healthy neighborhoods and an improved market with increasing housing values include:

- Engage residents around neighborhood conditions and use code compliance as a tool for enforcement of neighborhood standards; use minor home repair to assist those unable to afford repairs to their property. Use CDBG funding to fund these activities.
- Prioritized efforts for code compliance to achieve the greatest impact.

- Reduce the number of blighted and vacant buildings by increasing resources for blight removal. Prioritize limited demolition funding to strategic locations. Use CDBG funding for demolition.
- Develop strategies that slow the deterioration of vacant properties, preserving them for future redevelopment.
- Reduce the number of people experiencing housing instability. Use HOME to fund a tenant-based rental assistance program and rehabilitation of vacant housing units when cost effective.
- Develop strategies that keep tipping point properties occupied so they do not become vacant and deteriorate as rapidly.
- Partner the minor home repair program with resources from the Calhoun County Senior Millage programs and Region 3B Area Agency on Aging to more collaboratively use senior housing resources.
- Create greater accountability around land contract abuses.
- Strengthen rental registration to improve housing conditions and reduce exploitation in the rental housing market; use data to improve neighborhood conditions by increasing the number of rentals that are registered. Use CDBG for code compliance activities including rental registration.
- Fund efforts to further fair housing and expand housing choice. Use CDBG-funded neighborhood planning activities to promote fair housing and housing studies documenting Battle Creek's housing patterns.

Local Priority 2: Promote vibrancy downtown and along major corridors

Strategies to develop the downtown and create a sense of place in the downtown and along business corridors include:

- Promote downtown housing. Use CDGB and HOME funding to support rental rehabilitation projects.
- Continue to promote and create more events and activity downtown.
- Work to create a more walkable City. Use CDBG to fund street and sidewalk infrastructure improvements in target neighborhoods.
- Improve the appearance of major corridors.

Local Priority 3: Increase resident and community engagement

Strategies include improving the City's communication and collaboration with and between other organizations and residents.

- Improve customer service in Code Compliance and Inspections.
- Improve communications with the community.
- Join the Battle Creek Police Department's efforts to work with neighborhoods to improve community policing.
- Strengthen neighborhood leadership, participation and communication.

Local Priority 4: Support efforts to expand employment and workforce development

Strategies to expand employment include:

- Support the BC Vision Community Economic Development Plan. The City will work closely with the Kellogg Foundation and the Kellogg Company on the BC Vision effort to expand economic development, increase talent development, and improve our culture of vitality.
- Develop transportation alternatives for people needing transportation to work in the Fort Custer Industrial Park and other locations.

3. Evaluation of past performance

The previous Consolidated Plan covered program years 2010 through 2014. During these five years, CDBG funding was used for Code Compliance, Housing Rehabilitation, Demolition, Street and sidewalk Infrastructure Improvements, Public Service Grants, and Neighborhood Planning and Administration. HOME Investment Partnership funds were used to fund a home owner rehabilitation program run by a subrecipient, the Community Action Agency, and acquisition/development/resale activities conducted by Community Housing Development Organization (CHDO), Neighborhood, Inc. of Battle Creek. The City also received Neighborhood Stabilization Program (NSP) funds to address problems caused by the economic recession started in 2008.

During 2010-2014, the City of Battle Creek used CDBG funding for code compliance as part of a strategy to stabilize neighborhood housing conditions and to improve housing values; housing rehabilitation for low- and moderate-income homeowners and homebuyers; street and sidewalk infrastructure improvements in low- and moderate-income target areas; demolition of vacant, blighted buildings; neighborhood planning; and public service grants.

In the past, the City used up to 15% of its annual CDBG allocation to fund public service grants that strengthen community services to area nonprofit organizations. In 2012, when amounts of annual CDBG funding from the federal government decreased, the City Commission chose to discontinue public

service grants and the Community Development Advisory Committee which oversaw the awarding of public service grants.

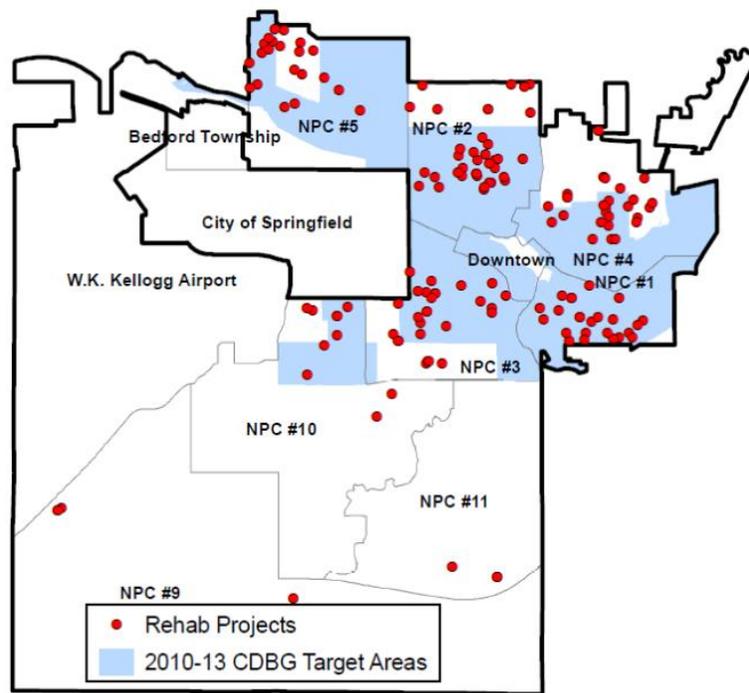
From 2009-2013, Battle Creek received an infusion of federal stimulus funding to address problems caused by the mortgage foreclosure crisis. The City of Battle Creek received \$1,826,097 in Neighborhood Stabilization Program (NSP 1) funds under a subcontract with the Michigan State Housing Development Authority (MSHDA), the statewide housing authority. NSP 1 funded the demolition of 156 blighted and vacant buildings around the City of Battle Creek, and the rehabilitation of five homes. With successful and efficient implementation of NSP 1 funding, the City of Battle Creek, in partnership with Calhoun County Land Bank Authority, received a much larger NSP 2 grant through MSHDA of \$8,577,599. In this round of funding, the County demolished 209 blighted buildings; secured 100 foreclosed houses which were put into the Land Bank for future development; acquired 35 foreclosed and abandoned houses which were remodeled by the City and resold to low- and moderate-income families; and built five new homes on highly visible lots to help restore market vitality in Battle Creek’s historic core neighborhoods. NSP Highlights: Energy efficiency, saving up to \$2,735/year per rehab; 46% of homebuyers 29 years of age or younger; 63% of homebuyers new to Battle Creek Public School District, and 46% of homebuyers from outside of the City.

**Figure 3: Effectiveness of Code Compliance:
Neighborhood Indicators change from 2012 to 2013**

Neighborhood Indicators	% Change	Grade
Junk/Trash	40%	
Housing Violations	-26%	
Home Sales Over \$20k	22%	
Average Sales Price	14%	
Bank Foreclosures	-35%	
Tax Foreclosures	-24%	
Long-term Vacant Buildings	5%	
New Vacant Buildings	19%	
Overall Risk Scores	-15%	

Code Compliance, Vacant and Abandoned, and Dangerous Building Ordinances are tools the City uses to address blight and vacant buildings. CDBG -funded Code Compliance is a strategy to stabilize neighborhoods and housing values. It attempts to strengthen neighborhoods by inspecting exterior building standards; inspecting and registering rental properties; requiring tall grass and weeds to be mowed; and not allowing trash build-up and unlicensed vehicles to be parked in yards. The chart above analyzes indicators used to measure the impacts of code enforcement. While junk/trash and vacant building enforcements continue to trend upward, overall risk scores for the other eight neighborhood indicators show a drop of 15%. CDBG funds code compliance in low- and moderate-income target areas of Battle Creek.

Figure 4: Mapping of 154 HOME and CDBG Funded Rehabilitations

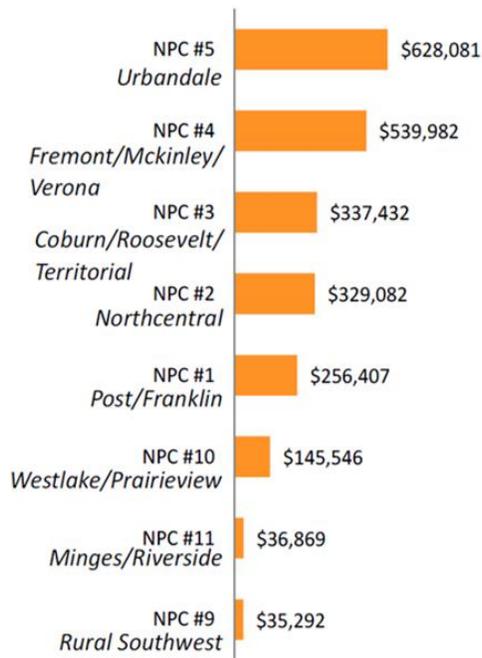


In the map above, the red dots represent the 154 properties rehabilitated by HOME and CDBG from 2010 to 2013. Most were completed in CDBG target areas and all rehab projects assisted low- to moderate-income homeowners and homebuyers.

CDBG-funded Housing Rehabilitation programs have changed over time. The City used to fund rehabilitation for older homeowners (age 60+) in the Senior Deferred Loan Program in which senior citizens borrowed on the equity in their home to fund repairs up to \$20,000. Loans were paid back at the sale of the property or the death of the homeowner. This program assisted about 20 homeowners per year. The City now administers a Minor Home Repair program for low-income homeowners who cannot afford repairs required to meet housing code standards, providing grants up to \$5,000 for health and safety or accessibility issues, or roof replacement up to \$12,000. This program assists up to 50 households per year.

HOME funds affordable housing to benefit low- and moderate-income families and seeks to expand the capacity of nonprofit housing providers in partnership with the City. In Battle Creek, HOME dollars have historically funded a homeowner rehabilitation program run by Community Action of Southwest Michigan and a program operated by Neighborhoods, Inc., the City's only HUD-designated Community Housing Development Organization (CHDO), which improves distressed homes and resells them to qualified low- and moderate-income homebuyers.

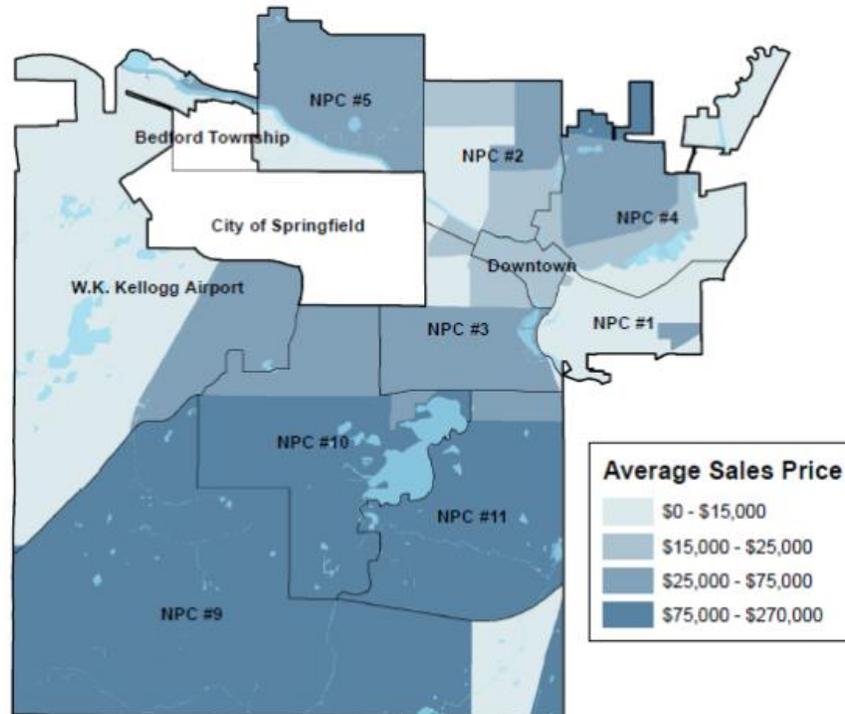
**Figure 5: Federal Rehab Funds Spent in
Neighborhood Planning Councils, 2010-2013**



Neighborhood Planning Councils

In the 1970s, the City of Battle Creek established Neighborhood Planning Councils (NPCs) to engage residents in planning. Eight NPCs continue to meet monthly and cover the entire geographic area of the City of Battle Creek. Each NPC develops its own goals and initiatives. City Commissioners and staff attend meetings to provide education and improve communication with the community. The graph above shows how much federal rehab money was spent in each NPC during 2010-2013.

Figure 6: Average Home Sale Prices, 2013



Increasing Housing Values

Neighborhood Stabilization Program funds spent from 2009 to 2013 improved Battle Creek’s neighborhoods by removing vacant buildings and rehabilitating housing in two target areas. Analysis of how home sale values have changed between 2011 and 2013 in Battle Creek neighborhoods shows that the primary target area for the Neighborhood Stabilization Program, the Fremont/Calhoun neighborhood, saw home sale values increase 91%, nearly double any other neighborhood in Battle Creek, and the Coburn School neighborhood, a secondary target area, increased by 46%.

4. Summary of citizen participation process and consultation process

In the fall 2014, as part of the 2015-2019 Consolidated Plan planning process, the City of Battle Creek Community Development Department conducted 50 consultations with community leaders, distributed a survey to the community, and held 10 public meetings to gather public input. Efforts were made to broaden public participation with the Community Development Survey being widely distributed and 235 people participating in the in public meetings about plans to spend federal community development funding.

Consultations (50 total) were conducted with service providers, agency leaders, community leaders, and local funders—groups that play providing, supporting, or deciding roles when it comes to addressing community needs.

Public Meetings (10 total) were held during regular meetings of the City's eight Neighborhood Planning Council meetings; a participants meeting at the SHARE Center, a drop-in day center for homeless people; and a community-wide evening forum co-hosted by Project 20/20. Over 235 people participated in the 10 public meetings and 310 comments were recorded. The majority of the data collected is from the perspective of people experiencing the community needs first hand.

Survey Respondents (1,179 total) shared their perspective on the needs in their community. The survey was offered online and distributed via water bills and asked respondents to prioritize program activities and answer an open-ended question about improving their neighborhood—590 open-ended responses were received. City staff and community partners from the Beacon Community Initiative, BC Pulse and Project 20/20 analyzed the open-ended responses from both the surveys and the public meetings. The City of Battle Creek published a report on information gathered in a report entitled, *2014 Public Engagement Report*, issued in November 2014, which details the demographics and priorities expressed in the surveys.

The City of Battle Creek published a Notice of Public Hearing on the 2015-2019 Consolidated Plan Summary and 2015-2016 Annual Action Plan Summary on March 26, 2015 in the Battle Creek Shopper News, a free weekly newspaper delivered to nearly 50,000 area homes. As part of the City's Citizen Participation process, the City published a notice in the newspaper and held a public hearing on the Consolidated Plan and the Annual Action Plan on April 21, 2015 before a regular meeting of the City Commission.

5. Summary of public comments

An analysis of survey respondents and data collected in the 2014 citizen engagement process is attached in the **2014 Public Engagement Report**. The Consolidated Plan was published in draft form and made available for 30 days of public comment. The Consolidated Plan and other reports are posted on the City's website and available to all with Internet access.

6. Summary of comments or views not accepted and the reasons for not accepting them

All comments and views expressed in the consultations, public survey, public meetings and public hearings were accepted.

7. Summary

The City Commission adopted a Citizen Participation Plan on December 3, 2013. All proposed activities and budgets are published in the local newspaper. Notices of public hearings are also published not less than 14 days prior to any public hearing. Annually, the City Commission holds four public hearings about federal community development funding. One public hearing is held in August or September of

each year to solicit citizen input on Battle Creek's housing and community development needs. Later in the fall, a second public hearing is held to gather citizen input on the City of Battle Creek's annual performance report on CDBG and HOME funded activities. A third public hearing is held in January or February to obtain citizen comments and review of the proposed budget and use of funds. A fourth public hearing is held in March or April to receive comment on the proposed Consolidated Plan and/or Annual Action Plan.

The Process

PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)

- 1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source**

The City of Battle Creek is an entitlement grantee for Community Development Block Grant (CDBG) and HOME Investment Partnership funds. Battle Creek is located in southwest Michigan, approximately 115 miles west of Detroit and 160 miles northeast of Chicago. It is the largest city in Calhoun County, encompassing an area of 44 square miles, with a current estimated population of 52,347.

The administration of federal community development funding is conducted by the Community Development Department which is part of the Community Services Division comprised of Inspections, Planning, Code Compliance and Community Development. The Community Development Department is staffed with a Manager, Housing Rehabilitation Coordinator, Program Specialist and a part-time Administrative Assistant. The Community Development Manager reports to the Director of Community Services who reports to the Assistant City Manager for Operations.

The city has operated under the commission-manager form of government since 1961. Policymaking and legislative authorities are vested in the City Commission, which is comprised of nine members, including the mayor. The governing council is responsible, among other things, for passing ordinances and resolutions, making public policy decisions, adopting the budget, appointing boards, commissions and committees, approving contracts, authorizing real estate transactions, awarding bids, selling property, and hiring the government's manager and attorney. Four commissioners are elected at-large for two-year terms and five commissioners are elected from the five wards in the city, also serving two-year terms. The City Commission elects a mayor and vice mayor from among its members. The City Manager is the chief administrative officer of the City and is appointed by and serves at the pleasure of the City Commission. The City Manager is responsible for carrying out the policies and ordinances of the City Commission, for overseeing the day-to-day operations of the government, and appointing government's department heads.

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	BATTLE CREEK	City of Battle Creek Community Development
HOME Administrator	BATTLE CREEK	City of Battle Creek Community Development

Table 1 – Responsible Agencies

Consolidated Plan Public Contact Information

Chris Lussier

Manager

Community Development, City of Battle Creek

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PR-10 Consultation - 91.100, 91.200(b), 91.215(I)

During August, September and October of 2014, managers from the City's Community Services Division including Community Development, Neighborhood Services/Code Compliance, Inspections and Planning held 50 consultations with service providers, community leaders and local foundations to discuss community needs and priorities. Interviews were often held with small groups of staff, often were held at the offices of the organization being interviewed, usually lasted about an hour and followed a standard set of questions. Interviewers evaluated the consultation after each interview to discuss what was learned from the consultation and what follow-up was needed. The consultations renewed and initiated new relationships for the City. Information gathered from the consultations were entered into a spreadsheet and themed with the community development survey open responses.

Interview questions:

- 1) What role does your organization fulfill in the community? Are there any changes happening in the organization?
- 2) What is working in Battle Creek? What is your organization's strongest asset?
- 3) Who does your organization serve? What groups of people are you most concerned?
- 4) What is the one thing people you serve face that you would fix? How would you do it?

5) What is the biggest obstacle to meeting your program goals?

6) Who are your allies in your work?

7) What opportunities are there to work together to solve community problems we have discussed? What are the opportunities for city government to participate in solutions?

Types of organizations covered by the 50 consultations include:

- Affordable Housing
- Funders, Data Collection & Community Collaboration
- Economic Development
- Education
- Homelessness/Continuum of Care
- Public Housing
- Supportive Services including mental health
- Special Populations including people with disabilities, African Americans through the Urban League, the elderly, the Burmese and Hispanic people

Consultations conducted for the Consolidated Plan 2015-2019

Date	City Contacts	Community Contact	Organization
August 12, 2014	Christine Zuzga	Dan Rippinger	Housing Director, Summit Pointe
	Chris Lussier	Bruce Camburn	Program Director, Michigan Works!
	Helen Guzzo		

Summit Pointe's homeless housing program is funded by the HUD Continuum of Care and is located in the Drop-In, day center for homeless people, the SHARE Center. This is the Housing Access Resource Agency (HARA) for the Battle Creek Continuum of Care. They use a Housing First model as much as possible in a limited resource environment. Summit Pointe owns five housing complexes (91 units) and is interested in redeveloping the Shelbourne Park complex. There is a great need for more permanent supportive housing and more case management. People's poor rental and credit histories are barriers to gaining private market housing.

September 3, 2014	Chris Lussier	Kara Werner	Interim Exec Director, Battle Creek Habitat for Humanity
	Helen Guzzo	Brenda Jones	Program Coordinator, Habitat for Humanity
		Mike King	Construction Manager, Habitat for Humanity

Habitat runs a Re-store storefront that recycles building materials, providing them at low cost to Battle Creek residents and providing a source of funding for projects. Habitat in Battle Creek suffered a fire in its warehouse and offices in November 2012. Habitat is still recovering as an organization from this setback, they have moved to new offices and to a new Re-Store. They currently have 70 home loans that they are servicing, 13 of which are in foreclosure, four using the Hardest Hit fund and two going through bankruptcy. Habitat did four gut rehabs in 2013. They also run a blighted boarding project with college volunteers for vacant properties. Habitat also runs a Critical Home Repair loan program making short-term, up to \$5,000 loans with 0% interest for those who cannot qualify for a bank loan. Habitat has been specializing in building handicapped ramps in partnership with Community Action, building 15 so far in 2014 at an average cost of materials of \$1,200 using skilled volunteers to construct. Habitat would like to work with the Calhoun County Land Bank to board up/rehab vacant homes. Habitat would like to collaborate with the City to address code compliance issues. It is rich in volunteers, but in need of funding to purchase materials.

Affordable Housing continued

September 5, 2014	Chris Lussier Helen Guzzo	Michelle Williamson Charles Asher	CEO, Community Action Agency of Southwest Michigan Director, Housing Programs, Community Action Agency
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Community Action is a HOME-funded sub-recipient of the City of Battle Creek. For many years, it has administered a homeowner rehabilitation program funded by the City of Battle Creek. Community Action works in many adjacent counties. In Battle Creek, it runs Home Rehabilitation, Head Start, Early Head Start, a Foster Grandparent program, and Emergency Food Assistance and Commodity Supplemental Food programs. CA also administers utility assistance and weatherization. CA provides 3,000 rides per month for seniors and the disabled. Transportation is still the number one need of parents participating in Head Start, and is a big need in Battle Creek. Weatherization and energy efficiency are priorities but not well funded currently. CA would like to tie providing utility assistance with weatherization to prevent large utility bills for people in older homes. Discussed collaborating with Area Agency on Aging, Senior Millage funding, Habitat for Humanity, and CA on a handicapped ramp working group to coordinate the provision of ramps to the elderly and disabled. Will work with the City to better coordinate minor home repair services. In other communities, CA has developed and operates rental housing.

September 8, 2014	Dennis McKinley Helen Guzzo	Bill Phillips	President & CEO, Neighborhoods, Inc. of Battle Creek
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Neighborhoods, Inc. of Battle Creek (NIBC) is a Neighbor Works America affiliate. Neighborhoods is the City of Battle Creek's only Community Housing Development Organization (CHDO). NIBC is a HOME-funded sub-recipient of the City of Battle Creek. NIBC runs homebuyer and foreclosure counseling programs and provides support to neighborhood groups and associations including the City affiliated Neighborhood Planning Councils and a network of community houses. NIBC also provides down payment assistance and loan products to finance home purchase and repair. NIBC manages rental housing and rehabilitates single family-homes. It is doing Community Impact Measurement of its and the City's work in key Battle Creek neighborhoods. Neighborhoods has a large inventory of houses and demolished 16 homes in 2015.

Affordable Housing continued

September 9, 2014

Chris Lussier
Marcie Gillette

Krista Trout Edwards

Executive Director, Calhoun County Land Bank Authority

The Land Bank is an important partner with the City of Battle Creek in using Neighborhood Stabilization Program funds to demolish or renovate vacant properties in Battle Creek. The Land Bank plays a vital role in blight elimination in Battle Creek. The City of Battle Creek and the Land Bank are working together to develop clear guidance for the disposition of vacant property and the prioritization of what properties to demolish.

Funders, Data Collection & Community Collaboration

June 23, 2014

Chris Lussier
Helen Guzzo

Alberta Griffin
Kathy Szenda Wilson
Maria Borden

Epidemiologist, Calhoun County Health Department
BC Pulse, Co-Director
BC Pulse, Co-Director

Community Development staff met with the Epidemiologist for the Calhoun County Public Health Department and the Co-Directors of BC Pulse to discuss data collections and community health. The Health Department shared a report on the numbers of Calhoun County children affected by lead.

Funders, Data Collection & Community Collaboration continued

August 25, 2014

Chris Lussier

Anji Phillips

Director, The Coordinating Council of Calhoun County

Marcie Gillette

Coordinating councils were set up by the State of Michigan about 20 years ago to encourage the local coordination of supportive services and prevention. TCC has regular meetings of area providers and work-groups that address issue areas. The Homeless Coalition is a work-group of the TCC. Other work-groups include youth, adult outcomes, seniors and substance abuse. TCC runs a wrap-around program providing case management to families involved in the supportive services system. Annually, the TCC produces a Report Card on community indicators and conditions which is attached to the Consolidated Plan, and an Information and Referral Tree which is a tool that the community can use to learn about all the services available in the community and make referrals. Summit Pointe, the local community mental health agency, has hosted TCC for many years. TCC is how Battle Creek builds relationships among its providers and is seeking to improve coordination of services.

September 8, 2014

Marci Gillette

Kim Andrews-Bingham

Executive Director, Non-Profit Alliance

Christine Zuzga

The Non-Profit Alliance's mission has been to provide management support and increase the capacity of nonprofit organizations in Battle Creek. The Alliance ceased operations in March 2015. Its training mission will be continued by Kellogg Community College's Lifelong Learning Program.

September 8, 2014

Chris Lussier

Brenda Hunt

President & CEO, Battle Creek Community Foundation

Helen Guzzo

The Community Foundation owns and manages the Burnham Brook Community Center and sponsors CentraCare, a Medicaid waiver provider of services to the elderly. A local funder of many community initiatives, the Community Foundation in 2013 gave \$6,675,021 to Battle Creek efforts to strengthen the community. For 40 years, the Community Foundation has played an active role in real estate development in downtown Battle Creek. They own One Riverwalk Nonprofit Enterprise Centre and are moving to rented space at 28 West Michigan to help spur downtown economic development. The Community Foundation is working to clear title for development at 25 West Michigan, Heritage Tower.

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Funders, Data Collection & Community Collaboration continued

September 9, 2014

Chris Lussier
Christine Zuzga

Chris Sargent

Executive Vice President & Chief Operating Officer,
United Way of the Battle Creek & Kalamazoo Region

In 2012, the Battle Creek United Way merged with Kalamazoo's United Way. The United Way raises \$14 million per year in the community and engages volunteers in community work. The United Way gives administrative support to a number of community efforts including HandsOn, Battle Creek's volunteer center; 211 Information and Referral Center; the Battle Creek Community Literacy Collaborative and a program that gets volunteers to read in Battle Creek's elementary schools; and the Beacon Community/Harwood Institute's effort to build community assets. The United Way has championed a study on ALICE households - Asset Limited, Income Constrained, Employed people who earn more than the U.S. poverty level but less than the basic cost of living. Of Battle Creek's 20,717 households, 47% are ALICE level and below.

September 15, 2014

Chris Lussier
Helen Guzzo

Sara Wallace

Executive Director, the Miller Foundation

The Miller Foundation gives about \$1 million in charitable giving to help things happen for the betterment of Battle Creek. The Miller Foundation founded Miller College to establish a four-year college in Battle Creek, which now enrolls 330 students seeking degrees in nursing, education, business and liberal arts. The Miller Foundation also funds the BC Creative program that funds arts and music field trips, and scholarships to student and teachers. They do not have an anti-poverty or housing focus. They have helped fund the community-building work of Project 20/20. Local funders are meeting bi-monthly to share information and work together. The Miller Foundation is interested in working with the Community Foundation on downtown rental housing, specifically supporting the development of Heritage Tower.

Funders, Data Collection & Community Collaboration continued

September 26, 2014

Chris Lussier
Christine Zuzga

Megan Russell Johnson

Program Director, W.K. Kellogg Foundation

The W.K. Kellogg Foundation is headquartered in Battle Creek and anchors Battle Creek's downtown. In 2013, the Kellogg Foundation funded \$48 million in new Michigan-based commitments; a significant amount of this funding went to Battle Creek nonprofits and public institutions. The Kellogg Foundation is an important part of the Battle Creek community and is currently spearheading a community economic development initiative called BC Vision.

October 1, 2014

Chris Lussier
Helen Guzzo

Nancy Tabor

Executive Director, The Binda Foundation

The Binda Foundation gives about \$1 million per year to area nonprofit organizations to strengthen education, arts and culture and the environment in Calhoun County. In 2009, the Binda Foundation worked with United Way and the Kellogg Foundation to invest in the Early Childhood Connections program to work from birth to five to have every Kindergartener enter school ready to learn. Early Childhood Connections provides welcome baby baskets for every newborn in the county, family coaches, playgroups and promotes high-quality preschool. The Binda Foundation also funds the Nurse Family Partnership. The Binda Foundation is funding efforts to address the lack of quality child care in Battle Creek and transportation for low-income families.

October 1, 2014

Chris Lussier
Helen Guzzo

Amanda Lankerd

Program Director, Project 20/20

Project 20/20 started in 2008 as a "convening" project, focused on facilitating connections between groups and individuals working to improve the Battle Creek area. It is a coalition of people who are connected, coordinated, mutually supportive and working toward the greater good. The focus is on accelerating change efforts in economic development, education, health care, and youth engagement to work together to create positive change and enhance the vibrancy of the Battle Creek community. Project 20/20 has been part of the work group advising the public process for the Consolidated Plan 2015-2019. Project 20/20 hosted a community forum with the City of Battle Creek, attended by 62 diverse community members, for public input into the consolidated plan.

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Funders, Data Collection & Community Collaboration continued

October 3, 2014	Chris Lussier	Maria Borden	Co-Director, BC Pulse
	Helen Guzzo	Kathy Szenda Wilson	Co-Director, BC Pulse

BC Pulse has served on the Consolidated Plan Working Group advising the community engagement process and helping coach the evaluation of the data from the public survey and public meetings. BC Pulse has been engaged in evaluating the service system for families with young children in Battle Creek and working to create systems change. BC Pulse has set up Action Learning Groups to engage families and create change.

Economic Development

July 18, 2014	Helen Guzzo	Bruce Camburn	Program Director, Michigan Works!
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Michigan Works! is the state funded workforce development center that administers unemployment benefits and provides job search/coaching help. Summit Pointe took over the contract for services from the Calhoun County Intermediate School District but this is soon changing to the Upjohn Institute for Employment Research as the State of Michigan transitions to a regional prosperity strategy. A priority for Michigan Works is working with local high schools and colleges to establish career ladders, and having manufacturing and skilled trades as a focus for student preparation for after graduation. This consultation discussed the barriers to employment of lack of transportation to jobs in the Fort Custer industrial park, and the lack of stable housing for low-income people (often quality housing is cost prohibitive).

August 27, 2014	Chris Lussier	Jeremy Andrews	Director, Sprout Urban Farms
	Helen Guzzo		

Sprout Urban farms voiced concerns about the customer service of a city department. Sprout Urban Farms is a local leader in the local food movement and works to support community gardens in Battle Creek. Sprout Urban Farms runs a Community Garden Resource Center and is concerned about vacant land use in Battle Creek.

Economic Development continued

August 28, 2014

Chris Lussier
Helen Guzzo

Ken Bauer

Jerry Mainstone
Chris Walden

CEO, Goodwill Industries
of Central Michigan's Heartland
VP, Workforce Development & Community Relations
Manager, Financial Opportunities Center

Goodwill provides job training for those in need, including people in poverty, youth and the disabled. It also runs a financial education center in downtown Battle Creek. Goodwill is located in the Fort Custer Industrial Park, and facilitates good relationships with area manufacturing companies. Goodwill is a key partner in the EDGE job training program which is helping chronically underemployed and unemployed people in poverty get job skills and coaching by matching them with employers who are sponsoring the training program. Goodwill is working to address the transportation issues for new hires and jobs in Fort Custer manufacturing facilities. Goodwill sees the lack of low-income housing near Fort Custer and the issue of drug use in the community as barriers to employment for low- and moderate-income people.

August 29, 2014

Chris Lussier
Helen Guzzo

Rob Peterson

Vice President, Downtown Development Authority,
Battle Creek Unlimited

Battle Creek's downtown streetscape just went through a multimillion dollar beautification initiative. The Downtown Development Partnership is a part of Battle Creek Unlimited, Battle Creek's economic development organization. The Partnership is working to recruit businesses to open up storefronts in the downtown. It is also evaluating how to create incentives/apply for state grant funding to develop rental housing in the upper floors of the buildings downtown especially the Heritage Tower high rise. The Downtown Development partnership is working with the City of Battle Creek on a Target Market analysis, a market study for developing housing in the downtown and surrounding neighborhoods.

Education

August 27, 2014

Chris Lussier
Helen Guzzo

Dennis Bona

Former President, Kellogg Community College

Kellogg Community College (KCC) employs over 1,000 people with a budget of \$32 million and 14,000 students over all its campuses. A rough breakdown of students is: 35% are preparing to transfer to a four year degree program, 35% workforce development/getting a degree for a job, 15% worker training in jobs already employed, and 15% personal enrichment. KCC recently received a building racial equity grant from the Kellogg Foundation. KCC requires service learning to earn a degree of 20 to 40 volunteer hours depending on the program. The average age of KCC students is 30 and the biggest barrier to participation is child care. KCC is an important partner in the EDGE job training program with Michigan Works! and Goodwill Industries. Legacy scholarship has had little impact on enrollment; low-income students already receive Pell grants. Legacy Scholarships have provided the most relief to middle-income families. Dual enrollment with area high schools is good. KCC is an important resource for Battle Creek.

September 3, 2014

Chris Lussier
Helen Guzzo

Laura Zalle
Terry Burleston

Program Manager, Battle Creek College Access Network

The Battle Creek College Access Network is a program sponsored by the Battle Creek Community Foundation. The College Access Network administers the Legacy Community Scholarship Program and the Promise Zone tax increment financing program for college scholarships for Battle Creek students. Local foundations established a \$10 million scholarship fund so that any graduate of a Battle Creek High School (Lakeview, Battle Creek Central, St. Philip Catholic Central, Calhoun Christian School and charter academies) receives a two year, last dollar scholarship to Kellogg Community College. The Legacy Scholarship Program started in 2012 and high school graduates have up to five years of eligibility after they graduate from high school. Students have to apply for financial aid and use Pell grants and other federal financial aid first. Legacy scholarship funding will pay for traditional education and vocational training at the community college. The goal is to have 60% of the workforce highly trained. In 2014, 300 students are using the Legacy scholarship. The program does not track Pell grant usage or where applicants are living in Battle Creek. This program has great potential to change the education level of Battle Creek residents.

Education continued

September 8, 2014

Chris Lussier
Dennis McKinley

Evon Walters

Dean, Miller College

Miller College is expanding its educational offerings and working with local employers to create workforce training and development. The Miller Foundation is a major supporter of Miller College. Currently enrolls 330 students and wants to double or triple this enrollment. Average enrollment is 85% of students from within Calhoun County, 75% women, and 70% continuing from Kellogg Community College. Miller College is active in Project 20/20 and is working with local employers.

Homelessness

June 11, 2014

Chris Lussier
Helen Guzzo

Larry Herman

HMIS, Battle Creek Homeless Coalition, Summit Pointe
(Contract eliminated Sept. 2014)

Community Development staff meet with the consultant who has been coordinating the Housing Solutions Board and data collection for the Homeless Management Information System for Summit Pointe. The process for applying for and ranking Continuum of Care funding was discussed.

Homelessness continued

August 28, 2014

Chris Lussier
Helen Guzzo

Elaine Hunsicker

Executive Director, the Haven of Rest Ministries

The Haven of Rest is the only provider of emergency shelter to homeless men, women and families in Battle Creek and the surrounding area. The Haven runs a 38-bed emergency shelter for men from 7:30 pm to 8:00 am; a wet shelter for any person from 11:00 pm-6:00 am to provide a safe place to sleep for those still using drugs and alcohol; 55 beds for women and women with children at the InAsMuch emergency shelter; 38 beds of HUD- funded transitional housing and substance abuse treatment in the Life Recovery Program for men; transitional housing for six families in the River Oaks apartment complex, a jail ministry, 15 units of adult foster care, a Veterans in Progress emergency shelter and case management program, and substance abuse treatment for women in the Emily Andrus house program. The Haven also does outreach to homeless people living in the streets. The Haven runs 10 different programs for homeless people. Discussed how case management is the key to developing a helping relationship. Discussed improving how the Battle Creek Homeless Coalition and the Housing Solutions Board work together. The Executive Director serves on the Service Providers Council and staff serves on the Interagency Services Team.

September 3, 2014

Chris Lussier
Helen Guzzo

Doug Stewart
Robyn Gydeson

Executive Director, Drop-In Self Help, SHARE Center
Director of Operations, Drop-In Self Help, SHARE Center

SHARE Center and Cafe-Can-Do receive community mental health funding through a contract with Summit Pointe. The SHARE Center is Battle Creek's drop-in day program for homeless people. It offers services for those who are ready to make positive life changes and offers peers support specialists to provide services. The Center also provides the office to the Homeless Housing office/Summit Pointe Housing. The SHARE Center serves about 120 individuals a day, seven days a week. The SHARE Center is a leader in the Battle Creek Homeless Coalition and the Interagency Service Team.

Homelessness continued

September 24, 2014

Chris Lussier
Helen Guzzo

Jennifer Fopma
Georgia Mason

Executive Director, S.A.F.E. Place
Program Director, S.A.F.E. Place

S.A.F.E. Place is an advocate and resource for people leaving situations of intimate partner violence. S.A.F.E. Place receives Continuum of Care funding for seven units of permanent supportive housing and short-term rental assistance. S.A.F.E. Place provides 56 beds of emergency shelter to victims of domestic violence. S.A.F.E. Place asked the City to be a champion of awareness of domestic violence. It has an excellent relationship with the Police Department and Courts.

October 3, 2014

Chris Lussier
Helen Guzzo

Daleth Jean-Jules

Homeless Program Coordinator,
U.S. Department of Veterans Affairs

Battle Creek is the home of a VA Medical Center on the grounds of Fort Custer. The VA is a major employer in Battle Creek. The VA Medical Center provides health care services for veterans in 22 counties in southwest Michigan, and substance abuse and mental health inpatient services to veterans in Michigan, Indiana and parts of Ohio. In Battle Creek, it runs a walk-in clinic for homeless vets. The VA has worked with the Battle Creek Housing Commission to apply for HUD - VASH Housing Choice vouchers and has been successful in receiving 160 vouchers, 30 of which have been ported to Kalamazoo and Coldwater (up to 50 miles outside of Battle Creek). 175 one-bedroom apartments have also been created at the Silver Star apartments. The VA Homeless Services are concerned about the lack of supportive services being provided in Silver Star housing units. The VA contracts with the Haven for 18 spots of emergency and transitional housing for up to six months with case management. The Battle Creek Housing Commission also provides three transitional houses called Jesse Houses with 14 beds for homeless veterans. The VA was concerned about the safety of the neighborhood surrounding the Jesse Houses. The VA was also concerned about the dilapidated housing stock in Battle Creek which sometimes makes it difficult to use HUD - VASH housing choice vouchers. Discussed having the VA outreach worker and walk-in clinic social worker be more involved in the Battle Creek Homeless Coalition. The VA has sponsored a "stand down" VA enrollment and service fair each year in Battle Creek in partnership with the SHARE Center, Battle Creek's drop-in day center for homeless people.

Public Housing

July 7, 2014	Chris Lussier Helen Guzzo	Lee Talmadge John Paternoster	CEO, Battle Creek Housing Commiss Administrator, Battle Creek Housing Commission
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The Battle Creek Housing Commission owns and manages 320 public housing units in four different developments, 655 Housing Choice vouchers and 55 units of scattered site homeownership units. The Battle Creek Housing Commission has been an active partner in efforts to end homelessness with the Director serving as the chair of the Battle Creek Homeless Coalition. The Housing Commission has also worked with the Veterans Administration (VA) to administer the Jesse Houses and HUD-VASH Housing Choice Vouchers.

Supportive Services

August 12, 2014	Chris Lussier Helen Guzzo	Jamie Rugg	211 Program Director, United Way of the Battle Creek and Kalamazoo Region
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211 is a call center that is part of the local United Way and is part of the Michigan 211 collaborative. Program started in 2002 in Battle Creek and serves six counties. It is a coordinated information source for supportive services and community programs. 211 shared its need data for housing and utility assistance. Michigan 211 is a tool for advocacy with the state legislature and the Michigan Department of Human Services. 211 program works closely with The Calhoun County Coordinating Council.

August 26, 2014	Marcie Gillette Chris Lussier	Megan Reynolds Alisa Parker Anna Moss	Managing Attorney, Legal Services of South Central Michigan Housing Attorney, Legal Services Housing Attorney, Legal Services
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Legal Services provides the only free legal services in the county. Legal Services prioritizes cases for homelessness prevention, victims of domestic violence, seniors and loss of benefits. Legal Services is in the first year of a three- year grant from the W.K. Kellogg Foundation to help families with legal issues around housing. There are a number of issues Legal Services and the City of Battle Creek will continue to coordinate involving code compliance, water billing and rental registration.

Supportive Services continued

August 26, 2014	Chris Lussier Helen Guzzo	Major Mike Wolfe Suzie Gore	Commander, Salvation Army of Battle Creek Social Services Director, Salvation Army of Battle Creek
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The Salvation Army administers Emergency Food and Shelter Program funds available from FEMA. The Salvation Army runs a weekly soup kitchen that feeds up to 220 people per day, runs children's programs, and provides emergency services to families including food packages and rent assistance. The Salvation Army also provides utility assistance when it is available. The Salvation Army is an active participant in the Battle Creek Homeless Coalition, Interagency Services Team.

August 28, 2014	Marcie Gillette Helen Guzzo	Dale Boyer	Executive Director, CityLinC
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CityLinC is a nonprofit organization, faith-based but not a church. It runs a foster care and adoption program funded by the State of Michigan. CityLinC also runs a job training/mentoring program for parolees and felons helping them to reintegrate back into the community. The organization is interested in being a contractor in the City's housing rehabilitation programs.

September 2, 2014	Chris Lussier Helen Guzzo	Teresa Memonee Valerie Whitney	Executive Director, Women's Co-op Education & Training Coordinator, Women's Co-op
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Women's Co-op is a network of women in poverty helping each other. Currently, Women's Co-op has about 160 families in the program and is implementing its Solutions Highway program. Members must do at least four hours of community service per month. Co-op is using the Ruby Payne's Bridges Out of Poverty framework to educate other agencies about how to effectively work with people in poverty and to listen to the input of people in poverty. The Women's Co-op gets 15 to 20 inquiries for services each week, of which only about a half dozen stick with the program. Of those who don't stay with the program, many are looking for crisis management or an entitlement and can't wait to work on making long term changes. Women's Co-op works with the street court to dismiss nonviolent misdemeanors for participants and runs an education and training program through the Family Y Center helping people get a GED. Women's Co-op is helping people in poverty achieve long term change. Currently working with other organizations to develop solutions to transportation needs to manufacturing jobs at Fort Custer Industrial Park.

Supportive Services continued

September 9, 2014	Marcie Gillette	Shaun Culp	Director, Calhoun & Branch Cnty. Dept. of Human Services (DHS)
	Helen Guzzo	Justin Logsdon Karen Doubleday	Community Resource Coordinator, DHS Program Manager, Cash Assistance Payment, DHS

The Calhoun County Department of Human Services administers State Emergency Relief, food assistance, cash assistance, child care, Medicaid, Foster Care & Adoption, Child Protective Services and Adult Protective Services. DHS has been an active participant in the Battle Creek Homeless Coalition, coordinating the November 2013 Health Fair for homeless people. DHS pays for minor home repair, utility assistance and first month's rent/rent arrearages and there are opportunities to coordinate this with the City of Battle Creek, Area Agency on Aging and Community Action. DHS staff could be trained about available programs and better coordinate their services with other local service providers.

September 9, 2014	Chris Lussier Dennis McKinley	Erv Brinker	Former CEO, Summit Pointe
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Summit Pointe is the state and federally funded community mental health authority for Calhoun County. It provides administrative support for a number of community initiatives including The Coordinating Council, the Substance Abuse Council, the Homeless Coalition, The SHARE CENTER (Drop-In, Self Help) consumer empowerment and homeless drop-in center, and Behavioral Health Resources. It provides service to people with developmental disabilities, autism spectrum disorders and mental health challenges. Summit Pointe coordinates the local Continuum of Care and receives grant funding for its homeless housing program. Summit Pointe is a partner with the Battle Creek Police Department. Summit Pointe is able to intervene with residents that the Police Department is not able to effectively help. Discussed how transportation is a barrier for low-income people in Battle Creek.

Supportive Services continued

September 11, 2014

Chris Lussier

Bob Ells

Executive Director, Fair Housing Center
of Southwest Michigan

Marcie Gillette

There is a need to educate medium-sized landlords. The Fair Housing Center's office is in Kalamazoo. They closed their Battle Creek office because of lack of funding. The Fair Housing Center recommends that the City should reevaluate its Fair Housing ordinance to strengthen it and appreciates the City's recent Impediments to Fair Housing study. The City of Battle Creek has a contract with the Fair Housing Center to do fair housing testing in Battle Creek.

September 18, 2014

Chris Lussier

Barbara Travis

Associate Director, Community Health care Connections
Operations, Community Health care Connections

Helen Guzzo

Oralia Garcia

Community Health care Connections opened a new location in downtown Battle Creek in February 2015. They run the free health care clinic called the Nursing Clinic, a prescription program and a dental program for low-income and underinsured residents of Battle Creek. They serve homeless people and the working poor. They serve 250% of the poverty level and below in Calhoun County. CHC has health care navigators to help people enroll in health insurance and solve health care problems. In the past, the Nursing Clinic program has been a CDBG public services sub-recipient.

Special Populations

August 27, 2014

Marcie Gillette
Helen Guzzo

Jim Pearl

Executive Director, Community Inclusive Recreation

Community Inclusive Recreation (CIR) provides recreation opportunities for disabled people and also runs DeafLINK interpretation and advocacy center for Calhoun County and surrounding counties. Approximately 65% of people CIR serves live in group homes. Provides respite for families and recreation for people with disabilities who are often isolated. CIR creates a caring place for people with disabilities. CIR would like to work with Full Blast and Parks & Recreation at a higher level. Biggest need of people with disabilities is transportation. CIR runs five accessible mini-buses to provide transportation to outings. This is very costly but vital to the success of helping people.

September 5, 2014

Dennis McKinley
Helen Guzzo

Kyra Wallace

Executive Director, Urban League of Battle Creek

Urban League specializes in developing relationships with Battle Creek's African American youth. It runs seven direct service programs, promoting education and youth leadership for at-risk and disadvantaged young people. Being physically located next to Battle Creek Central High School helps their outreach to and enrollment of young people. The Urban League is a great resource for engaging African American youth in the City.

September 5, 2014

Dennis McKinley
Helen Guzzo

Dave Kirby
Cindy Marshall

CEO, Guardian Finance and Advocacy Services
Representative Payee Specialist, Guardian Services

In the City of Battle Creek, there are 297 people for whom Guardian is Representative Payee or guardian of finances. People receiving SSI receive \$721 per month. Currently 35 of the 297 are homeless, two of whom are chronically homeless and choose to live in the Hometown Hotel for part of the month then their cars/vans or other places for the rest of the month. Guardian is highly supportive of the work of Legal Services and Summit Pointe. Guardian works with landlords and notes the shortage of affordable housing for people with disabilities and low-incomes in Battle Creek.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

The City of Battle Creek participates in a number of collaborative relationships that enhance coordination between housing and service organizations. Collaborative work includes support to Neighborhood Planning Councils, the Greater Battle Creek Homeless Coalition, the Beacon Community/Community Conversation work, The Coordinating Council of Calhoun County, and the community policing efforts of the Battle Creek Police Department. The Calhoun County Land Bank Authority is a key partner in efforts to address vacant buildings, maintenance on vacant properties and other efforts to improve neighborhood conditions.

The W.K. Kellogg Foundation, through its Battle Creek programing, is an important collaborative partner, as is the Battle Creek Community Foundation and the Miller Foundation. The Kellogg Foundation is leading a community-wide economic development planning effort entitled BC Vision. At the time of the development of the 2015-2019 Consolidated Plan, the BC Vision effort was still in the planning stages. The 2015-2019 Consolidated Plan might be amended to accommodate changes in the community strategy as a result of the BC Vision process.

Neighborhood Planning Councils (NPCs) are eight resident groups representing different geographic areas of Battle Creek. NPCs provide a forum for residents, City staff and City Commissioners to discuss neighborhood concerns. The City educates members about City programs and pending decisions, opportunities or changes. NPCs decide which recommendations or strategies they would like to develop. Meetings are open to all and take place once a month.

The Beacon Community is a partnership of the Battle Creek Area Chamber of Commerce, BC Pulse, the City of Battle Creek, Kellogg Community College, Project 20/20 and the United Way of the Battle Creek and Kalamazoo Region to build capacity and community conditions for improvement of tangible progress improving community issues. A key component is holding community conversations to gather public input and build trust in the community. The City has used this process in its 2014 search for a new city manager and in the community forum held for the Consolidated Plan public process. The Beacon Community work has chosen to focus on improving middle school opportunities and the transition to high school.

The Coordinating Council (TCC) of Calhoun County was formed in 1989 at the direction of the State of Michigan to put funds and fiscal decisions in the hands of the local community. It coordinates local, state and federal program efforts. TCC oversees grant dollars, especially a wrap-around supportive services program providing case management to at-risk families; ensures collaborative efforts on the part of grantees; and decreases duplication of services and strengthens community programs/initiatives. Members of the collaborative represent nonprofit, education, health, public safety, for-profit, grassroots, local businesses and community members. TCC members work collaboratively to positively impact community conditions in Battle Creek and Calhoun County. The City of Battle Creek is a dues

paying member of TCC. TCC has the following work groups: Early Child Development, Substance Abuse Prevention and Treatment, Abuse/Neglect, Senior Issues, Adult Outcomes, and the Greater Battle Creek/Calhoun County Homeless Coalition.

The City of Battle Creek Police Department has received a Byrne Criminal Justice Innovation grant to target hot spots of crime and to plan/implement a place-based, community-oriented policing strategy to address crime as part of a broader neighborhood revitalization initiative. Community Development is a part of this advisory group working together to improve neighborhoods.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

The Greater Battle Creek Homeless Coalition is the Continuum of Care coordinating body for the City of Battle Creek and Calhoun County. It is a work group of the Calhoun County Coordinating Council (TCC). The Greater Battle Creek Homeless Coalition is a community collaborative and does not employ any staff. It has a Provider's Council of Executive Directors of area homeless serving organizations, the Interagency Services Team of case managers and direct service workers who organize events and coordinate individual plans of care, and the Housing Solutions Board, which manages HMIS and funding applications. Staff from the City's Community Development Department participates on the Housing Solutions Board and the Homeless Coalition.

Working together members of the Homeless Coalition address the needs of homeless persons and persons at risk of homelessness. The inventory of homeless services and facilities described in MA-30 Homeless Facilities details the array of services that are provided to help prevent homelessness and to help people recover from a housing crisis.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

Battle Creek receives Emergency Solutions Grants (ESG) funding through MSHDA and its balance of state program for ESG non-entitlement jurisdictions. The Housing Solutions Board (HSB), part of the Battle Creek Homeless Coalition, runs the application process for ESG funding and for HUD Continuum of Care homeless assistance funding.

During the consultation process, Community Development staff met with the Director of TCC to discuss the functioning of Battle Creek's Continuum of Care planning body. Community Development staff also conducted consultations with the Executive Directors of all area nonprofit programs and government programs providing services, shelter and housing to homeless people. The Battle Creek Homeless Coalition will be conducting an organizational assessment during 2015-2016 to re-evaluate its mission and goals including its performance standards and evaluation outcomes.

During consultations for the 2015-2019 Consolidated Plan, Community Development staff met with the consultant who managed the Homeless Management Information System (HMIS) and also talked with the Michigan Coalition Against Homelessness, the organization that manages statewide implementation of HMIS for Michigan. The Battle Creek Homeless Coalition will be working with the Michigan Coalition Against Homeless during the next year to evaluate its implementation of HMIS. In the 2013 program year, the Coalition lost \$30,000 of HUD Continuum of Care in funding reductions for administration and implementation of HMIS. HMIS is being implemented through the Calhoun County Coordinating Council.

Identify any Agency Types not consulted and provide rationale for not consulting

The City of Battle Creek conducted 50 consultations during August, September and October of 2014. A number of organizations were on the list to have consultations, but due to staff schedules and other logistics, meetings did not happen. Organizations not consulted with directly include the Disability Network, CentraCare, the Michigan Rehabilitation Center and the ARC. There was a discussion of having a round table discussion with banks and housing lenders with NIBC to be held in the future.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Summit Pointe/The Coordinating Council	The Battle Creek Homeless Coalition is a community collaboration working to provide services to homeless people and to develop additional units of permanent supportive housing.
Calhoun County Community Health Needs Assessment	Calhoun County Department of Public Health	The Community Health Needs Assessment was completed in February 2013. Housing is a key ingredient for healthy communities and neighborhoods. Adults and children need a stable, safe place to live before they can be successful as a family, or in school and work. The Calhoun County Department of Public Health is a partnership with the City of Battle Creek in improving housing conditions and improving health outcomes for the community.
Calhoun County Older Adult Needs Assessment	Calhoun County Office of Senior Services	The Needs Assessment was completed in 2013 for the Calhoun County Office of Senior Services and the Region 3B Area Agency on Aging. Community Development funding is spent on Minor Home Repair and HOME rehabilitation for seniors. Coordinating services is important for program effectiveness and using public funding wisely.

Table 2 – Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

The City of Battle Creek works in partnership with Calhoun County, especially the Calhoun County Land Bank Authority, and the statewide housing and community development authority, the Michigan State Housing Development Authority (MSHDA). Between 2009 and 2013, Battle Creek received an infusion of federal stimulus funding to help cope with problems caused by the mortgage foreclosure crisis. The City of Battle Creek received \$1,826,097 in Neighborhood Stabilization Program (NSP 1) under a subcontract with MSHDA. In partnership with the Calhoun County Land Bank Authority, the City also received a much larger NSP 2 grant through MSHDA of \$8,577,599. The City of Battle Creek and the Calhoun County Land Bank Authority are continuing efforts to manage vacant property and to demolish the oversupply of vacant residential housing in Battle Creek. They are jointly applying for demolition grants. In the fall of 2014, the County received \$266,000 in reallocated NSP funds for at least 26 demolitions in the City. The City and the County have collaborated on a Target Market Analysis for housing development in Albion and downtown Battle Creek.

PR-15 Citizen Participation

1. Summary of citizen participation process/efforts made to broaden citizen participation

Summarize citizen participation process and how it impacted goal-setting

The City of Battle Creek engaged in extensive outreach for the citizen participation process in the development of the 2015-2019 Consolidated Plan. It started in June 2014 with forming a working group with the managers of the City's Community Services Department and staff from three nonprofit community organizations that specialize in community engagement, BC Pulse, Project 20/20 and the United Way's Beacon Community.

Engagement included a paper survey and a companion online survey, the development of a Snapshot document summarizing how federal funds have been spent the past five years, and 10 public meetings. The Community Development Snapshot document was made into a Power Point presentation for each of the public meetings and passed out as a handout. The paper survey was mailed to 20,000 addresses in Battle Creek with the September 2014 water bills. To increase the participation of low-income and homeless people, the Salvation Army gave out the survey to all people helped by their supportive services programs in September 2014, and the SHARE Center, a drop-in center for homeless people, also had participants fill out the survey. Surveys were also completed by attendees of the Homeless Veterans Stand Down public event held by the U.S. Department of Veterans Affairs and the SHARE Center on September 12, 2014. The paper survey had 1,029 responses and the online survey had 150 responses. All responses were analyzed and informed the priority setting for the Consolidated Plan. The Public Engagement Report is attached as an appendix.

Public participation was gained using existing Neighborhood Planning Councils (NPC). To increase communication with residents and assist with service planning, the City of Battle Creek is divided into

eight NPC areas where residents meet monthly, elect their own leadership and develop their own agendas. Presentations were made to all eight NPCs. To increase participation of homeless people, a public meeting was held at the SHARE Center.

The citizen participation process culminated in a Community Forum entitled ***Healthy Neighborhoods: Planning for Battle Creek's Success*** held on Thursday, October 9, 2014 from 6:30 pm-8:00 pm at a local community center. Community Development staff presented the PowerPoint presentation, a family who has benefited from a HOME-funded homeownership opportunity spoke about their experience, and a diverse group of 62 attendees broke into small group discussions about neighborhood conditions. The small group discussions resulted in the recording of 177 comments. The forum was hosted by Project 20/20 and recorded on local public access television. Press releases were issued about the community forum, which resulted in local newspaper articles before and after the session and coverage on local WWMT News channel 3. There was a radio interview prior to the session on WBCK B95.3 radio.

Technology was used in multiple ways to gain participation. All documents and information were posted on the Community Development page of the City of Battle Creek's website. The City of Battle Creek made 30 postings about the survey and public meetings on its Facebook page and tweeted 30 times on its Twitter feed. A City Commissioner interviewed Community Development staff about the Consolidated Plan process on a half-hour segment on local access television entitled, *Keeping You Informed*, which aired four times during November 2014 and is still available to view online at ACCESS Vision.

The above described process is in addition to the public hearings and publicized notice of public hearings held four times a year at the Battle Creek City Commission. These public hearings are held each year and are detailed in the Citizen Participation Plan, which was adopted by the Battle Creek City Commission on December 3, 2013.

Citizen Participation: Summary of the Public Engagement

<p>1 Community Development Survey</p> <p>Description: <u>Survey</u></p> <p>A paper survey was sent out with the Sept. 2014 water bills to all addresses in the City with water service in their name. 1,029 completed paper surveys were returned. Attached is a copy of the Community Development Survey and a report on its findings. The release of the survey was publicized in a press release which resulted in an article in the local daily newspaper, the Battle Creek Enquirer, and in the weekly, Shopper News, and a mention in a video in Channel 3 local news on television.</p>	<p>Target Audience: Non-targeted/broad community</p> <hr/> <p>Response/Comments:</p> <p>Attached as an appendix is the Public Engagement Report, which summarizes the findings of the paper survey, the on-line survey and the comments from the 10 public meetings.</p>
<p>2 Online Survey, Website, Facebook, and Twitter</p> <p>Description: <u>Internet Outreach</u></p> <p>A SurveyMonkey version of the Community Development Survey was posted on the City's website as a companion to the paper survey. 150 people responded to the internet survey. The release of the survey was publicized in a press release, which resulted in an article in the local daily newspaper, the Battle Creek Enquirer, and in the weekly, the Battle Creek Shopper News, and a mention Channel 3 local news.</p>	<p>Target Audience: Non-targeted/broad community</p> <hr/> <p>Response/Comments:</p> <p>Attached as an appendix is the Public Engagement Report which summarizes the findings of the paper survey, the on-line survey and the comments from the 10 public meetings.</p>
<p>3 Community Development Snapshot Report</p> <p>Description: <u>Informative Report</u></p> <p>As a tool to educate the public about how the City has spent Community Development federal funds, an eight page document provides an executive summary about how funding had been spent, funding levels, programmatic results and neighborhood conditions was published. About 300 copies of the Snapshot were distributed at all consultations and public meetings. A PowerPoint presentation was also developed which started each of the 10 public meetings.</p>	<p>Target Audience: Non-targeted/broad community</p> <hr/> <p>Response/Comments:</p> <p>People have been very positive about the Powe Point presentation and the Snapshot.</p>

<p>4 Neighborhood Planning Council (NPC) #10 Westlake/Prairie</p>	<p>Target Audience: NPC #10 Stakeholders</p>
<p>View</p>	<p>Response/Comments: Eleven comments were received. Discussion of concerns about foreclosed homes in neighborhoods and trees/shrubs going untrimmed. Also discussion of the need for sidewalks especially near schools. Also concerned about day care and mental health services.</p>
<p>Description: <u>Public Meeting</u> August 25, 2014. NPC #10 Westlake/Prairieview, ConPlan 2015 Needs Assessment Conversation Attending: 8 citizens, 3 City staff, 2 police officers, 1 City Commissioner</p>	
<p>5 Neighborhood Planning Council (NPC) #1 Post/Franklin</p>	<p>Target Audience: NPC #1 Stakeholders</p>
<p>View</p>	<p>Response/Comments: Eleven comments were received. Discussion of blight and vacant homes in the neighborhood. Too many renters are not invested in the neighborhoods. Members would like to see less time for homeowners to comply with code enforcement for trash pick-up and housing maintenance. Drug use and selling is a problem in the neighborhood.</p>
<p>Description: <u>Public Meeting</u> Sept. 4, 2014 NPC #1Post Franklin Neighborhoods, ConPlan 2015 Needs Assessment Conversation Attending: 8 citizens, 3 City staff & 2 police officers</p>	
<p>6 Neighborhood Planning Council (NPC) #2 North Central</p>	<p>Target Audience: NPC #2 Stakeholders</p>
<p>View</p>	<p>Response/Comments: Thirteen comments were received. Interest in bringing back public service grants. Discussion of transportation needs. Need to increase police presence. Concern about vacant buildings and need to reduce blight. Would like to make neighborhood watch and associations stronger.</p>
<p>Description: <u>Public Meeting</u> Sept. 8, 2014 NPC #2 North Central, ConPlan 2015 Needs Assessment Conversation Attending: 30 citizens, 2 City staff</p>	

7 Neighborhood Planning Council (NPC) #5 Urbandale	Target Audience: NPC #5 Stakeholders
Description: <u>Public Meeting</u> Sept. 8, 2014 NPC #5 Urbandale, ConPlan 2015 Needs Assessment Conversation Attending: 14 residents, 2 police officers, 2 City staff, Community Action Agency housing representative	Response/Comments: Eight comments were received. Concerns about the intersection of Michigan Avenue and Bedford Road were discussed. Enjoyed learning about community development. Transportation should extend its hours of service. Would like to see code enforcement for commercial properties and pointed out that code is only to basic standards not to address aesthetic issues.
8 Neighborhood Planning Council (NPC) #9 Rural Southwest	Target Audience: NPC #9 Stakeholders
Description: <u>Public Meeting</u> Sept. 9, 2014 NPC #9, ConPlan 2015 Needs Assessment Conversation Approximately 25 citizens attended and 1 City staff	Response/Comments: Community Development staff presented a PowerPoint presentation and passed out the Community Development Snapshot and Survey. The Chair of the NPC did not make time for a discussion.
9 Neighborhood Planning Council (NPC) #3 Centra	Target Audience: NPC #3 Stakeholders
Description: <u>Public Meeting</u> Sept. 11, 2014 NPC #3 Central, ConPlan 2015 Needs Assessment Conversation. Attending: 8 members, 1 City Commissioner, 3 City staff, 2 police officers, Coburn Elementary School Principal	Response/Comments: 17 comments were received. Concern about vacant buildings and rentals lowering property values and blight in neighborhoods. Support voiced for Code Compliance efforts. Discussion of economic development in commercial corridors. Discussion of importance of schools.
10 Share Center Weekly Participant Meeting	Target Audience: Homeless individuals
Description: <u>Public Meeting</u> Sept. 16, 2014 SHARE Center, drop-in day program for people experiencing homelessness Attending: 45 people at the SHARE Centers weekly participant meeting.	Response/Comments: Community Development staff had a robust conversation with homeless people using the SHARE Center, 40 comments were recorded. Much concern about the lack of affordable housing and limited rental subsidies. Much discussion about how having felony convictions, even a long time ago, limits people's ability to rent housing and to get a job. Lack of resources for transportation.

Neighborhood Planning Council (NPC) #4

11 Fremont/McKinley/Verona

Description: Public Meeting
Sept. 17, 2014 NPC #4 Fremont/McKinley/Verona, ConPlan 2015 Needs Assessment Conversation Attending: 14 citizens, 1 County commissioner, 2 City Commissioners, 3 City staff, 1 police officer

Target Audience: NPC #4 Stakeholders

Response/Comments:
Fourteen comments were received. Concerns were voiced about the need to educate homeowners about home maintenance and about the lack of funding homeowners have to make needed repairs to their properties. Concerns were raised about the need for more street lighting and maintenance of front lawn lanterns.

12 Neighborhood Planning Councils (NPC) #11 Riverside/Minges

Description: Public Meeting
Sept. 24, 2014 NPC #11 Minges/Riverside, ConPlan 2015 Needs Assessment Conversation Attending: 18 residents, 1 police officers, 3 City staff

Target Audience: NPC #11 Stakeholders

Response/Comments:
Nineteen comments were received. Concerns were raised about weeds and vegetation growth along the median and shoulder of the main road in Battle Creek. Need for greater communication with the City. Discussion of need for sidewalks on the south side of Battle Creek along major roads, safety issue for runners, walkers, kids and families.

13 Project20/20 Community Forum

Description: Public Hearing
October 9, 2014, Project20/20 community meeting to receive input on community needs and priorities for the Consolidated Plan, 6:30pm to 8:00pm
Titled: Healthy Neighborhoods—Planning for Battle Creek's Success Burnham Brook Community Center, Attended by 62 citizens, Battle Creek's City Manager and many community and nonprofit leaders

Target Audience: Non-targeted/broad community

Response/Comments:
177 comments were recorded by note takers. Comments are included in Appendix E: Public Engagement Report.

<p>14 Radio Interview on Radio Station WBCK, B 95.3 FM</p> <p>Description: <u>Radio Interview</u> October 3, 2104 Radio Interview: The Community Development Manager was interviewed on a live radio show about the October 9th Community Forum and Survey at 8:00 am.</p>	<p>Target Audience: Non-targeted/broad community</p> <hr/> <p>Response/Comments: This free publicity did not allow any comments.</p>
<p>15 Public Access Television Show</p> <p>Description: <u>Television Interview</u> On Tuesday, October 28, 2014, Community Development staff were interview on a public access television show about the Consolidated Plan Public Engagement process. A City Commissioner interviewed Community Development staff in a half-hour show called "Keeping You Informed" which will show four times during the month of November 2014.</p>	<p>Target Audience: Non-targeted/broad community</p> <hr/> <p>Response/Comments: This free publicity did not allow any comments.</p>
<p>16 Presentation to the Coordinating Council Adult Outcomes work group</p> <p>Description: <u>Public Meeting</u> The Coordinating Council Adult Outcomes work group; Community Development staff presented the Consolidated Plan 2015 strategy and results from the Community Development survey. Discussion of rental property ordinance and code compliance.</p>	<p>Target Audience: Non-profit Service Providers</p> <hr/> <p>Response/Comments: Good discussion of support for strategy.</p>
<p>17 Public hearing to receive comments on the 2015-2019 Consolidated Plan and 2015-16 Annual Action Plan</p> <p>Description: <u>Public Hearing</u> Public Hearing at the City Commission meeting on April 21, 2015 at 7:00 p.m. City Commissioners, 6-8 City Staff, and 15-20 members of the community were present.</p>	<p>Target Audience: Non-targeted/broad community</p> <hr/> <p>Response/Comments: Comments are detailed in Appendix C: Public Hearing Minutes</p>

Needs Assessment

NA-05 Overview

Based on HUD- provided U.S. Census figures, the following data indicates the number and percentage of renters and homeowners who may be subject to housing problems, based on income level. The recent economic recession has substantially increased the number of households experiencing housing problems and cost burdens.

HUD receives a “special tabulation” of data from the U.S. Census Bureau’s American Community Survey (ACS) that is largely not available through standard Census products. This special tabulation data provides counts of the numbers of households that fit certain combinations of HUD-specified criteria such as housing needs, HUD-defined income limits (primarily 30, 50, and 80 percent of area median income) and household types of particular interest to planners and policy-makers. Known as the Comprehensive Housing Affordability Strategy (CHAS) data, it is used by local governments for housing planning and as part of the Consolidated Planning process.

NA-10 Housing Needs Assessment - 24 CFR 91.205

Population estimates in the following table reflect the population, household and median income for residents of Battle Creek. According to the 2007-2011 ACS estimates, the City of Battle Creek is comprised of 52,534 residents and 20,564 households in 2011. These totals represent a 2% decrease in population and a 4% decrease in households since the 2000 Census. The median income increased 9% from \$35,491 in 2000 to \$38,760 in 2011.

Demographics	Base Year: 2000	Most Recent Year: 2011	% Change
Population	53,364	52,534	-2%
Households	21,372	20,564	-4%
Median Income	\$35,491	\$38,760	9%

Table 3 - Housing Needs Assessment Demographics

Data Source: 2000 Census (Base Year), 2007-2011 ACS (Most Recent Year)

	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households *	2,830	2,740	3,330	2,410	9,255
Small Family Households *	1,100	985	1,175	1,185	4,840
Large Family Households *	160	165	230	115	640
Household contains at least one person 62-74 years of age	480	325	650	450	1,610
Household contains at least one person age 75 or older	140	590	805	265	865
Households with one or more children 6 years old or younger *	700	570	580	490	885
* the highest income category for these family types is >80% HAMFI					

Table 4 - Total Households Table

Data 2007-2011 CHAS

Housing Needs Summary Tables

1. Housing Problems (Households with one of the listed needs)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Substandard Housing - Lacking complete plumbing or kitchen facilities	10	0	30	0	40	4	0	0	0	4
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	0	0	20	0	20	0	0	0	0	0
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	35	0	10	0	45	0	45	15	15	75
Housing cost burden greater than 50% of income (and none of the above problems)	1,390	690	120	0	2,200	680	325	265	80	1,350
Housing cost burden greater than 30% of income (and none of the above problems)	190	915	685	160	1,950	125	290	740	410	1,565
Zero/negative Income (and none of the above problems)	95	0	0	0	95	95	0	0	0	95

Table 5 – Housing Problems Table

Data Source: 2007-2011 CHAS

2. Housing Problems 2 (Households with one or more Severe Housing Problems: Lacks kitchen or complete plumbing, severe overcrowding, severe cost burden)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Having 1 or more of four housing problems	1,430	690	180	0	2,300	685	365	275	95	1,420
Having none of four housing problems	380	1,055	1,245	945	3,625	145	630	1,625	1,365	3,765
Household has negative income, but none of the other housing problems	95	0	0	0	95	95	0	0	0	95

Table 6 – Housing Problems 2

Data Source: 2007-2011 CHAS

3. Cost Burden > 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	675	705	400	1,780	335	230	400	965
Large Related	105	95	0	200	45	60	90	195
Elderly	324	285	210	819	160	240	420	820
Other	505	520	210	1,235	260	115	90	465
Total need by income	1,609	1,605	820	4,034	800	645	1,000	2,445

Table 7 – Cost Burden > 30%

Data Source: 2007-2011 CHAS

4. Cost Burden > 50%

NUMBER OF HOUSEHOLDS	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Small Related	580	290	35	905	255	140	55	450
Large Related	105	25	0	130	45	0	0	45
Elderly	275	95	75	445	150	90	180	420
Other	460	280	25	765	230	90	25	345
Total need by income	1,420	690	135	2,245	680	320	260	1,260

Table 8 – Cost Burden > 50%

Data Source: 2007-2011 CHAS

5. Crowding (More than one person per room)

NUMBER OF HOUSEHOLDS	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
Single family households	35	0	20	0	55	0	45	4	0	49
Multiple, unrelated family households	0	0	10	0	10	0	0	4	15	19
Other, non-family households	0	0	0	0	0	0	0	0	0	0
Households with Children Present	0	0	0	0	0	0	0	0	0	0
Total need by income	35	0	30	0	65	0	45	8	15	68

Table 9 – Crowding Information

Data Source: 2007-2011 CHAS

Describe the number and type of single person households in need of housing assistance.

From 1/1/2014 to 12/21/2014, the Battle Creek Homeless Coalition reported 813 individuals experienced homelessness and some sort of housing crisis.

Estimate the number and type of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault and stalking.

According to the 2011 ACS estimates, 7,985 Battle Creek residents (or 15.4 percent of the total population) are considered non-institutionalized disabled. The data shows that 1,995; or 3.8 percent, of residents are disabled with self-care difficulties. The City does not have data available to estimate the number of persons or households with victims of domestic violence, dating violence, sexual assault and stalking who may be in need of housing assistance.

S.A.F.E. Place is Battle Creek's domestic violence service provider and shelter. This organization is committed to helping victims of domestic violence and their families in Calhoun, Eaton and Barry counties. In 2013, S.A.F.E. Place served a total of 1,403 victims of domestic violence. S.A.F.E. Place provided 151 adults and 146 children residential services.

What are the most common housing problems?

The housing needs data is provided from the U.S. Department of Housing and Urban Development (HUD), which periodically receives "custom tabulations" of data from the U.S. Census Bureau that are largely not available through standard Census products. These data, known as the "CHAS" data (Comprehensive Housing Affordability Strategy), demonstrate the extent of housing problems and housing needs, particularly for low-income households. The CHAS data are used by local governments to plan how to spend HUD funds, and may also be used by HUD to distribute grant funds.

Looking at the data reported in Table 8 on housing cost burden, the most common housing problem in the City is severe housing cost burden, where residents pay more than 50 percent of their gross income for housing costs. This problem is more prevalent among renters (2,245 households) than home owners (1,260), however this is largely the result of renters having lower incomes than homeowners. Typically, severe housing cost burden tracks with income, with higher rates of burden being associated with lower incomes. A notable exception is elderly owner-occupied households, which represent 420 severely housing cost burdened homeowners, but are more likely to be of moderate income (180) than low (90) or very low (150) income.

Other issues, such as overcrowding and substandard housing, as defined by the U.S. Census, tend to affect renter households more than homeowners. However, estimates from the 2007-2011 CHAS dataset indicate that these issues affect less than .5 percent of all households, so the conditions are not prevalent. A discussion of issues related to the housing market and Battle Creek's available housing stock can be found in the Housing Market Analysis section of this report.

The inability of some individuals or families to access rental housing in a broad range of neighborhoods due to credit issues or a criminal history was mentioned repeatedly during the public engagement process as a significant problem.

Another issue preventing families from securing adequate housing which surfaced repeatedly in consultations with local agencies and during public meetings, is the inability to come up with a security deposit and the first month rent.

Are any populations/household types more affected than others by these problems?

As mentioned previously, lower incomes are the factor most strongly associated with severe housing cost burden. Certain demographic groups, such as renters, African-Americans, and elderly households are affected more by severe housing cost burden, but much of this disparity disappears when you control for income. For example, African Americans represent 42 percent of Battle Creek's severe housing cost burdened population, despite being just 16.6 percent of the general population. However, at 41 percent of the low-and moderate-income population, African Americans are affected by severe housing cost burden at the same rate as they are by having low- to moderate-income.

Describe the characteristics and needs of low-income individuals and families with children (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered (91.205(c)/91.305(c)). Also discuss the needs of formerly homeless families and individuals who are receiving rapid re-housing assistance and are nearing the termination of that assistance

Individuals with an imminent risk of residing in shelters or becoming unsheltered typically have a combination of financial factors present in their lives: lack of living-wage job, housing costs consuming more than 50 percent of their income, and high child care, medical, or transportation costs. In addition to these factors, individuals at risk of homelessness will often have additional issues present: family conflicts, domestic violence, doubling up with family members, recent health care or other financial crisis, housing with code or safety violations, family members with disabilities, criminal histories, history of mental illness or chemical dependency, difficulty navigating systems to access public benefits or community-based services, and prior experience with homelessness.

If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates:

Battle Creek does not provide an estimate of the at-risk population(s).

Specify particular housing characteristics that have been linked with instability and an increased risk of homelessness

The City does not have access to reliable data regarding what happens to households after an eviction or a foreclosure. Data collected through the public engagement process and from consultation with local

agencies that work with at-risk populations suggest that many of the families that struggle with housing often have a prior eviction or foreclosure.

Survey data has been collected at the neighborhood level that enables the City to determine neighborhoods where the median length of occupancy is relatively short. Houses in these neighborhoods are typically older (built before 1950) and exhibit the following risk factors: high levels of foreclosure, housing code violations, and vacancy; low sales volume and property value; and poor energy efficiency.

These factors are discussed in more detail in the Housing Market Analysis section of this report.

Discussion

The strategy adopted for using limited federal Community Development funding by the City of Battle Creek is to stabilize the housing market and improve blight conditions in neighborhoods. To stabilize neighborhoods, the City funds Code Compliance, Minor Home Repair, Street Reconstruction and Demolition with CDBG federal funding, and major rehabilitation of affordable housing units with HOME funding.

NA-15 Disproportionately Greater Need: Housing Problems – 91.205

Assess the need of any racial or ethnic group that has a disproportionately greater need in comparison to the needs of that category of need as a whole.

HUD defines a disproportionately greater number of housing problems by a racial or ethnic group as when a group experiences housing problems at a rate more than 10% greater than the income group as a whole. Income classifications are defined as: extremely low-income (under 30% of HAMFI); low-income (between 30 and 50%); moderate-income (between 50 and 80%); and middle-income (between 80 and 100%).

In this section (NA-15) housing problems are defined as:

- Lacking complete kitchen facilities
- Lacking complete plumbing facilities
- More than one person per room
- Housing costs more than 30% of household income

0%-30% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,825	320	200
White	1,600	245	65
Black / African American	960	80	135
Asian	0	0	0
American Indian, Alaska Native	50	0	0
Pacific Islander	0	0	0
Hispanic	130	0	0

Table 10 - Disproportionally Greater Need 0 - 30% AMI

Data Source: 2007-2011 CHAS

*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

30%-50% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,420	510	0
White	1,730	405	0
Black / African American	540	80	0
Asian	75	0	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	50	10	0

Table 11 - Disproportionally Greater Need 30 - 50% AMI

Data Source: 2007-2011 CHAS

50%-80% of Area Median Income Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	1,585	2,075	0
White	1,190	1,580	0
Black / African American	280	310	0
Asian	20	35	0
American Indian, Alaska Native	4	0	0
Pacific Islander	0	0	0
Hispanic	75	130	0

Table 12 - Disproportionally Greater Need 50 - 80% AMI

Data Source: 2007-2011 CHAS

80%-100% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	480	1,715	0
White	390	1,340	0
Black / African American	74	230	0
Asian	0	40	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	15	70	0

Table 13 - Disproportionally Greater Need 80 - 100% AMI

Data Source: 2007-2011 CHAS

*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Figure 7

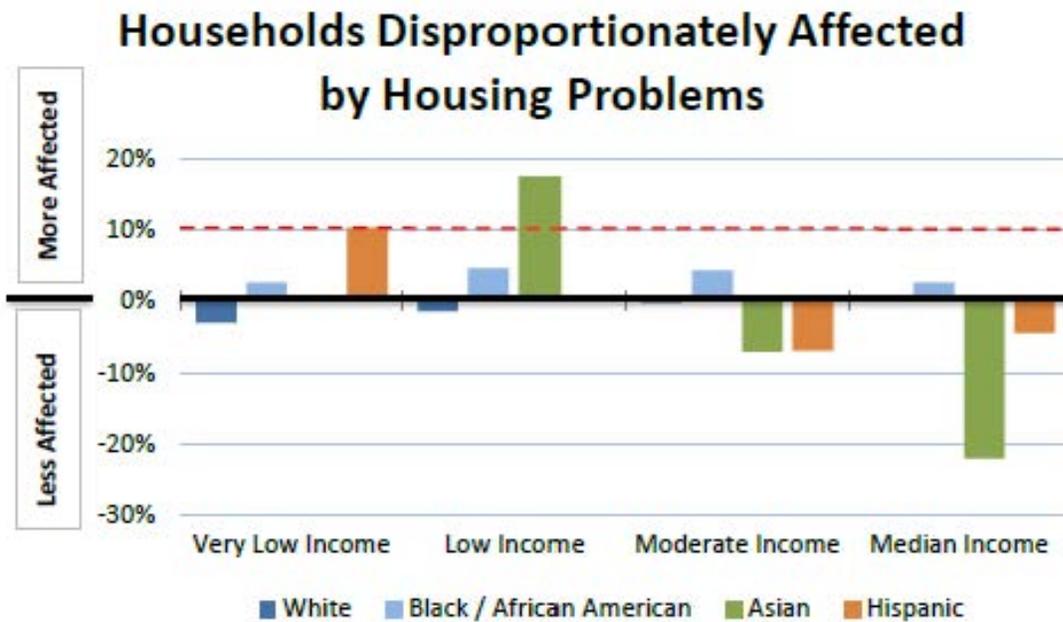


Figure 7 shows the extent to which certain types of households are disproportionately affected by housing problems derived from the 2007-2011 CHAS data set. It compares the percentage of households with housing problems for a given race or ethnicity to that of all households with a similar income. Groups that are affected at a rate more than 10 percent above the income group as a whole are considered to be disproportionately affected. The data for Asians and Hispanics suggest that there are some income groups that are affected more by housing problems than households of other races with similar incomes. However, the pool of data for Asians and Hispanics is very small and the data isn't very consistent, so it should be used with caution. African American households are 2 to 5 percent more likely to be affected by housing problems, depending on income. However, this is below the 10 percent threshold and therefore does not represent a disproportionate need.

NA-20 Disproportionately Greater Need: Severe Housing Problems – 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

HUD defines a disproportionately greater number of severe housing problems by a racial or ethnic group as when a group experiences housing problems at a rate more than 10% greater than the income group as a whole. The data summarizes the number of each racial or ethnic group experiencing any of four housing problems: severe cost burden (paying more than 50% of income for housing); overcrowding (more than one person per room); and lacking complete kitchen facilities or complete plumbing facilities (substandard housing). Income classifications are defined as: extremely low-income (under 30% of HAMFI); low-income (between 30 and 50%); moderate-income (between 50 and 80%); and middle-income (between 80 and 100%).

In this section (NA-20) severe housing problems are defined as:

- Lacking complete kitchen facilities
- Lacking complete plumbing facilities
- More than one person per room
- Housing costs more than 50% of household income

0%-30% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,350	795	200
White	1,270	575	65
Black / African American	815	220	135
Asian	0	0	0
American Indian, Alaska Native	50	0	0
Pacific Islander	0	0	0
Hispanic	130	0	0

Table 14 – Severe Housing Problems 0 - 30% AMI

Data Source: 2007-2011 CHAS

*The four severe housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

30%-50% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	1,195	1,735	0
White	915	1,220	0
Black / African American	220	405	0
Asian	35	40	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	24	35	0

Table 15 – Severe Housing Problems 30 - 50% AMI

Data Source: 2007-2011 CHAS

50%-80% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	330	3,335	0
White	200	2,565	0
Black / African American	120	470	0
Asian	0	55	0
American Indian, Alaska Native	0	4	0
Pacific Islander	0	0	0
Hispanic	4	195	0

Table 16 – Severe Housing Problems 50 - 80% AMI

Data Source: 2007-2011 CHAS

*The four severe housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

80%-100% of Area Median Income

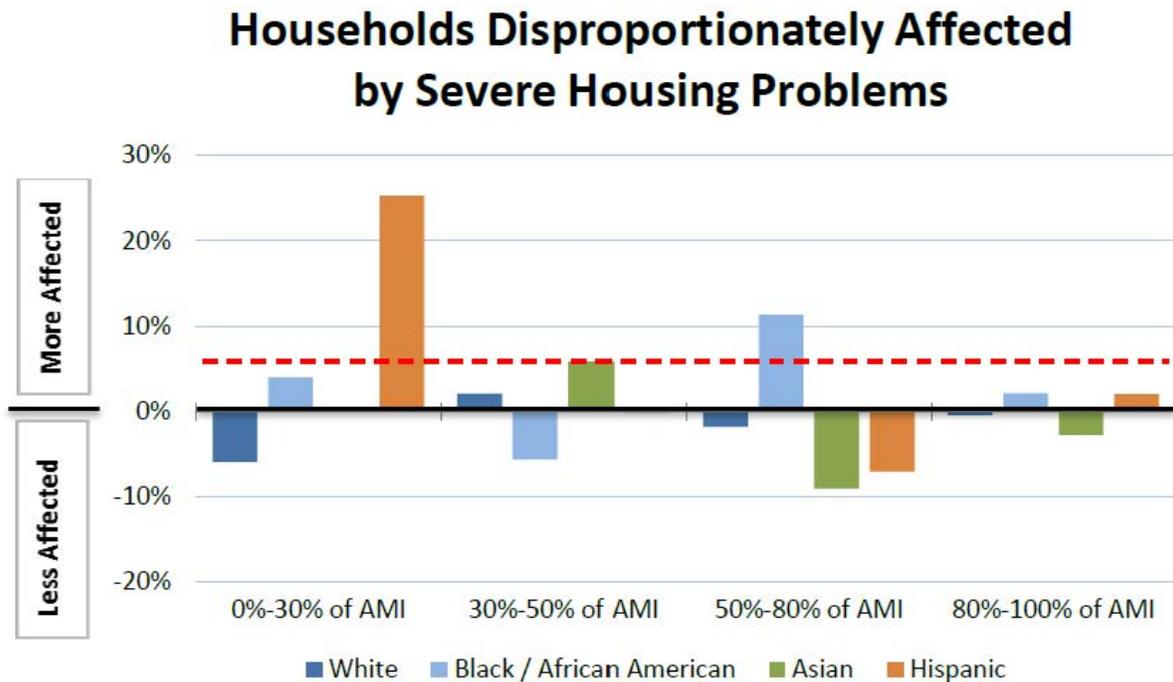
Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	60	2,135	0
White	40	1,700	0
Black / African American	15	295	0
Asian	0	40	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	4	80	0

Table 17 – Severe Housing Problems 80 - 100% AMI

Data Source: 2007-2011 CHAS

Figure 8 shows the extent to which certain types of households are disproportionately affected by severe housing problems as is derived from the 2007-2011 CHAS data set, and compares the percentage of households with severe housing problems for a given race or ethnicity to that of all households with a similar income. Groups that are affected at a rate more than 10 percent above the income group as a whole are considered to be disproportionately affected. The chart shows that Hispanic households with an income between 0 and 30 percent of AMI are more likely to experience severe housing cost burden by 25 percentage points compared to other households making the same income. Again, the pool of data for Hispanics in this income bracket is very small, so it should be used with caution. African-American households in general are not disproportionately affected with the exception of households earning between 50 and 80 percent AMI. African Americans in this income bracket are 11 percent more likely to be affected than other households.

Figure 8



NA-25 Disproportionately Greater Need: Housing Cost Burdens – 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

The disproportionately greater need of racial or ethnic groups is based on the level of cost burden defined as monthly housing costs (including utilities) exceeding 30% of monthly income. The data is broken down into groups paying under 30% of income for housing, those with housing cost burden between 30 and 50%, and those over 50%, considered severely housing cost burdened. The column labeled “no/negative income” represents households with no income or those paying 100% of their gross income for housing costs.

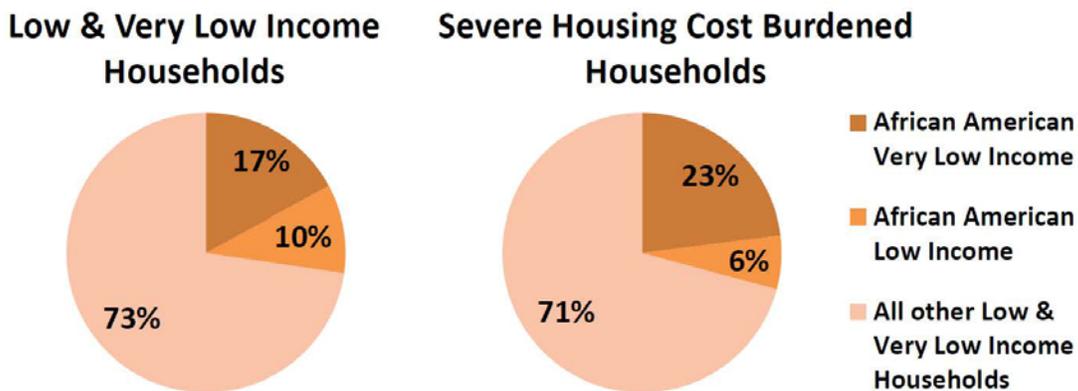
Housing Cost Burden

Housing Cost Burden	<30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	13,005	4,035	3,810	200
White	10,410	2,990	2,400	65
Black / African American	1,580	775	1,105	135
Asian	310	110	35	0
American Indian, Alaska Native	25	15	35	0
Pacific Islander	0	0	0	0
Hispanic	520	105	160	0

Table 18 – Greater Need: Housing Cost Burdens AMI

Data Source: 2007-2011 CHAS

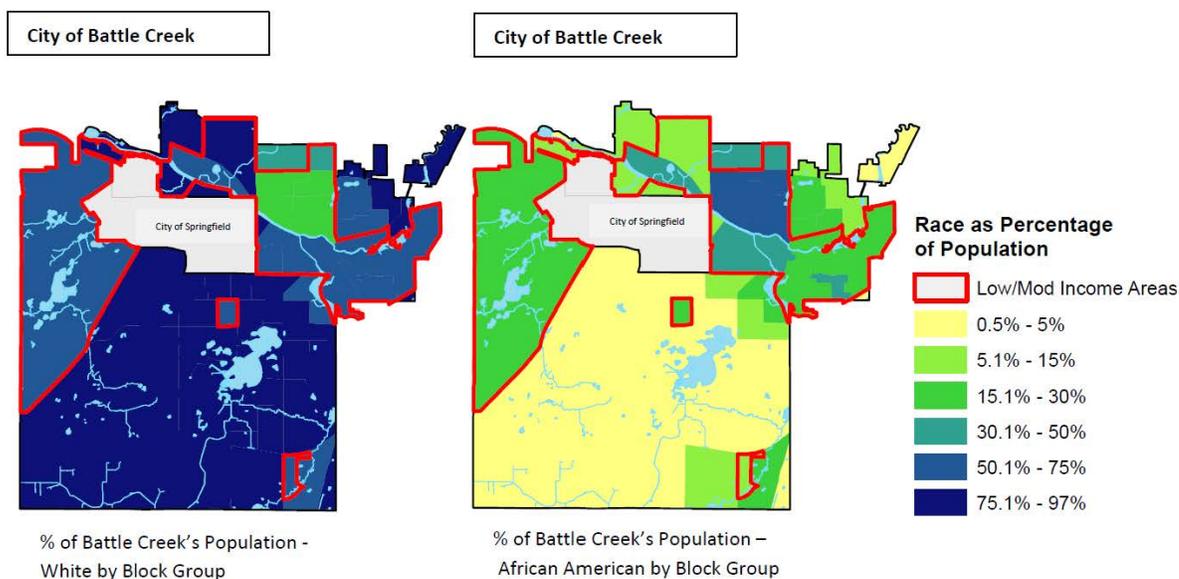
Figure 9



Housing Cost Burden of Low and Very Low-income Households

Households are considered housing cost burdened if they are paying over 30% of their household income for housing and utilities. Households are cost burdened when they are paying between 30% and 50% of their income in housing costs. When households are paying over 50% of their income in housing and utility costs, they are considered severely housing cost burdened.

Figure 10: White and African American Population Dispersion in Battle Creek



African Americans have a significantly greater likelihood of experiencing severe housing cost burden than white residents and other minority residents. The 2007-2011 CHAS data tables reflect that 31.9% of African Americans paid more than 50% of their monthly income on housing costs compared to 18.3% of all residents, despite making up just 16.6% of all households. However, this disparity is largely driven by income as African Americans make up a disproportionate amount of low- and very low-income households. Pie Chart 1 shows that African Americans make up 27% of low- and very low-income households and 29% of severely housing cost burdened families of similar income. The implication for Community Development programming is that resources should be targeted at low- and very low-income households without regard to race, and that an equitable distribution should result in the percentage of African American households served correlating with their representation amongst these households (27%), rather than the total population (16.6%).

NA-30 Disproportionately Greater Need: Discussion – 91.205(b)(2)

Are there any Income categories in which a racial or ethnic group has disproportionately greater need than the needs of that income category as a whole?

This question is answered in NA-25. Disproportionate need is driven by income and any statistically significant disparity associated with race or ethnicity and is a factor of increased representation among lower income groups.

If they have needs not identified above, what are those needs?

The City of Battle Creek conducted a survey of 1,179 residents, in which respondents were asked to consider 38 community development services and rank them as “high”, “medium”, or “low” need, or indicate “no opinion.” African Americans rated service needs as “high” 58% of the time, which was the second highest of all demographic groups. Respondents that identified as disabled were higher at 60%. The average across all demographic groups was 43%. Of the housing related community development services, African Americans rated “Rental Housing for the Homeless” as “high” most often at 68.3 percent of the time and “Weatherization/Energy Improvements” next at 67.9 percent.

Are any of those racial or ethnic groups located in specific areas or neighborhoods in your community?

There is significant correlation between racial minority concentration and low- and moderate-income areas (areas where 51% or more of the population is at or below 80% AMI). This is particularly true for African Americans, as demonstrated by Figure 10. The North Central, known as Washington Heights, neighborhood has the highest percentage of African Americans at 66 percent.

NA-35 Public Housing – 91.205(b)

The Battle Creek Housing Commission is a medium-sized public housing authority. It provides housing for people with limited incomes, including the elderly and disabled. It offers a range of housing choices from apartments in a townhouse environment to single-family homes.

Parkway Manor offers 84 family apartments in a townhouse setting with play areas for children, a summer lunch program and supervised summer activities. A community center provides an Early Head Start Program and a computer learning center. **Northside Homes** offer 16 single-family homes in a quiet, residential neighborhood. Both developments are on major bus lines and are located on the north side of the City.

Jesse Houses: Housing is provided for homeless veterans leaving the Veterans Administration Hospital and are re-entering the community. Referrals to this housing program must come through the VA.

Section 8 **Housing Choice Voucher Program** helps families pay rent in many different neighborhoods. The rental units are privately owned and may be single-family houses or apartments in a complex. Participant families include elderly persons, disabled persons and working families who do not earn enough to keep pace with rising rental housing costs. Eligible applicants are responsible for finding their own rental unit of the appropriate size that meets the requirements of the program and pay a portion of their income toward rent. The success of the program depends on the ability to contract with property managers and owners who have decent, safe, and sanitary rental units. For families entering into a housing choice voucher agreement, participation in an orientation program is required.

Homeownership: 55 homes scattered throughout Battle Creek are rented to qualified families with an option to purchase that is exercised at the discretion of the resident family. Residents must be employed and/or have a continuing source of income and remain employed throughout their rental term. All homes were constructed since 1990. 145 of these homes have already been converted from rental to homeownership by the resident families.

Cherry Hill Manor: Located next the YMCA, Cherry Hill Manor consists of 150 one-bedroom apartments for seniors who are at least 50 years old. Cherry Hill Manor is located at 10 Clay Street and is on a bus line that connects with all parts of the city. Area churches, the Battle Creek Y Center and the downtown area are within walking distance. Residents are encouraged to participate in the many activities available. The Community Action Agency provides hot meals twice a day and has a social calendar with a variety of activities in the community room. Also located on the first floor is a card room with a library and television for resident use. A complete coin laundry facility is available in the penthouse. All utilities are provided and an outstanding maintenance staff is readily available. A resident caretaker is on call in the event of an emergency. Pets are allowed.

Kellogg Manor, located near the Federal Center, consists of 70 apartments including one bedroom and efficiency floor plans. This historic building is located within walking distance of the Burnham Brook Community Center and is on the city bus line leading to shopping and services. A coin laundry facility is available for residents as well as a community room for other activities. All utilities are provided and maintenance staff is readily available. A resident caretaker is on call in the event of an emergency to assist in obtaining assistance. Parking is next to the building and some garage stalls are available on a rental basis. There is security and pets are allowed.

The needs of public housing residents for supportive services and workforce development mirror the needs of other low-income people.

Program Type									
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers in use	0	0	370	744	0	473	170	0	101

Table 19 - Public Housing by Program Type

***includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

Characteristics of Residents Program Type

	Certificate	Mod-Rehab	Public Housing	Vouchers				
				Total	Project-based	Tenant-based	Special Purpose Voucher	
							Veterans Affairs Supportive Housing	Family Unification Program
Average Annual Income	0	0	13,348	11,114	0	11,360	9,642	0
Average length of stay	0	0	4	3	0	3	1	0
Average Household size	0	0	1	2	0	2	1	0
# Homeless at admission	0	0	34	144	0	10	134	0
# of Elderly Program Participants (>62)	0	0	123	130	0	113	17	0
# of Disabled Families	0	0	218	258	0	209	55	0
# of Families requesting accessibility features	0	0	0	0	0	0	0	0
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0
# of DV victims	0	0	0	0	0	0	0	0

Table 20 – Characteristics of Public Housing Residents by Program Type
Data Source: Battle Creek Housing Commission, April 2015

Race of Residents

Race	Certificate	Mod-Rehab	Public Housing	Program Type					
				Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
				Veterans Affairs Supportive Housing	Family Unification Program	Disabled*			
White	0	0	199	195	0	114	44	0	37
Black/African American	0	0	156	424	0	319	46	0	59
Asian	0	0	1	0	0	0	0	0	0
American Indian/Alaska Native	0	0	0	1	0	1	0	0	0
Pacific Islander	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0

Table 21 – Race of Public Housing Residents by Program Type

Data Source: Battle Creek Housing Commission, April 2015

***includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

Ethnicity of Residents

Race	Certificate	Mod-Rehab	Public Housing	Program Type					
				Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
			Veterans Affairs Supportive Housing	Family Unification Program	Disabled*				
Hispanic	0	0	7	12	0	11	0	0	1
Not Hispanic	0	0	345	615	0	462	170	0	100

Table 22 – Ethnicity of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Section 504 Needs Assessment - Describe the needs of public housing tenants and applicants on the waiting list for accessible units:

As of June 2014, the Battle Creek Housing Commission owns and manages 356 public housing units, administers 655 Housing Choice Vouchers, and owns and manages 55 units of scattered site homeowner units. Five percent of units in each development are required to be accessible in accordance with ADA requirements. All of the Housing Commission’s developments meet the 5% requirement. Households assisted from the waiting list are evaluated and offered housing appropriate to their individual needs.

Most immediate needs of residents of Public Housing and Housing Choice voucher holders

As of March 2015, the Battle Creek Housing Commission's waiting list is 168 families. The Housing Choice Voucher waiting list is 157 families. After being closed for several years, the Battle Creek Housing Commission opened its Housing Choice Voucher Program waiting list on April 6-10, 2015. Sign-up for the waiting list was online and the Battle Creek Housing Commission drew 500 names by random, computerized lottery to be placed on the waiting list.

There is a need for more affordable, one bedroom units for non-elderly, non-disabled families.

How do these needs compare to the housing needs of the population at large

The needs of public housing residents are very similar to the housing needs of other low-and moderate-income people with affordability and supply of quality housing being the most significant barriers to stable housing.

NA-40 Homeless Needs Assessment – 91.205(c)

The homeless services systems, known as the Continuum of Care, is rich with compassion and operated by trusted, experienced, and accountable nonprofit organizations who work with homeless people with limited access to safe and affordable permanent housing. Resources have been devoted to housing veterans experiencing homelessness in Battle Creek through outreach from the federal Department of Veterans Affairs, the Haven of Rest shelter ministries and the SHARE Center.

Emergency shelter services are provided by the Haven of Rest. The Haven provides comprehensive services to homeless individuals and families from emergency shelter, food, transitional and permanent housing, and substance abuse treatment and case management. Survivors of domestic violence are provided shelter, counseling and transitional services by S.A.F.E. Place. The SHARE Center provides a Drop-In Resource Center that houses a Community Inclusion Program to provide safety, access to services and meals to homeless individuals. The SHARE Center also provides a Peer Support Program to support individuals in their mental health and substance abuse recovery.

The **Homeless Coalition of Greater Battle Creek** is the advisory body that oversees the Continuum of Care. The Homeless Coalition is staffed as a work group of **The Coordinating Council of Calhoun County (TCC)**. TCC is a multi-purpose community collaborative that meets monthly with 62 government, nonprofit and foundation members and six work groups. The Homeless Coalition is a broad-based collaborative that meets bi-monthly to share information, and develop and implement strategies to address the issues of homelessness in Calhoun County.

Leadership for coordinating HUD Continuum of Care and MSHDA Emergency Solutions Grants (ESG) funding is delegated to the **Housing Solutions Board**, which organizes two grant funding rounds per year. MSHDA is Michigan's statewide housing authority and a HUD grantee for balance of state ESG funds. The Housing Solutions Board meets monthly. The Director of TCC is the Chair for the Housing Solutions Board.

The City of Battle Creek has a representative on the Housing Solutions Board. The Housing Solutions Board fulfills the roles assigned to it by state and federal funders, MSHDA and HUD. It fulfills responsibilities identified in the HEARTH Act of 2009.

Direct line staff from Battle Creek's nonprofit and government service providers meet regularly as part of the **Interagency Service Team (IST)** to share information about available services and to coordinate individual cases. The IST conducts the Point-In-Time homeless count each January and organizes a Homeless Health Fair each November.

Homeless Needs Assessment

Population	Estimate the # of persons experiencing homelessness on a given night		Estimate the # experiencing homelessness each year	Estimate the # becoming homeless each year	Estimate the # exiting homelessness each year	Estimate the # of days persons experience homelessness
	Sheltered	Unsheltered				
Persons in Households with Adult(s) and Child(ren)	75	0	451	100	75	30
Persons in Households with Only Children	10	0	0	0	0	0
Persons in Households with Only Adults	140	54	1,100	588	751	37
Chronically Homeless Individuals	17	16	395	200	94	0
Chronically Homeless Families	0	0	50	50	25	111
Veterans	40	20	187	187	130	30
Unaccompanied Child	11	5	8	0	0	30
Persons with HIV	1	1	0	0	0	0

Table 23 - Homeless Needs Assessment

Data Source: 2014 PIT Count, Haven Persons Served Data

HMIS Report on People Served

HMIS Reports providers in the Battle Creek Homeless Coalition served 1,264 homeless people in 2014: 140 families consisting of 162 adults and 289 children, for a total of 451 people in families served. 813 individuals were served with eight of these being unaccompanied children under the age of 18.

While Calhoun County has the presence of homeless people living in rural areas, the City of Battle Creek is an urban area,

If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth):

The Haven of Rest, Battle Creek's only provider of emergency shelter for single men and women, and families not fleeing from a domestic violence situation provided its 2014 numbers of persons served.

The ARK, a program that serves homeless youth funded by federal Homeless and Runaway Youth funding, reports serving 13 youth in the age range of 10-21 with shelter and outreach case management services and 39 teens with crisis intervention, food, hygiene products and community resources (meeting them on the streets, drop-in sites, woods, hotels, at other agencies, schools or at a family members home) in 2013.

Nature and Extent of Homelessness:

Race	Sheltered	Unsheltered (optional)
White	623	0
Black or African American	593	0
Asian	4	0
American Indian or Alaska Native	9	0
Pacific Islander	1	0
Ethnicity	Sheltered	Unsheltered (optional)
Hispanic	68	0
Not Hispanic	1,110	0

Table 24

Data Source Comments: HMIS Client Served Report, 1/1/2014-12/31/2014

Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

At any point in time, the capacity of the family shelters are nine families at the Haven’s InAsMuch family shelter and 25 at S.A.F.E. Place, Battle Creek’s shelter for families recovering from domestic violence. Veterans served in Battle Creek consist mainly of male individuals. While veterans are a significant

presence in the number of homeless people in Battle Creek, the number of homeless veterans includes very few single women or veterans with families with them.

Describe the Nature and Extent of Homelessness by Racial and Ethnic Group.

Most people experiencing homelessness in Battle Creek are white. African American and other minorities in need are more likely to live in doubled-up situations and are much less likely to use shelters.

Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.

The unsheltered population tends to have more severe and active substance abuse problems and/or severe mental health problems. In the warm weather, camps are found in the woods and under bridges. Because of the presence of a large Veteran's Administration Hospital at Fort Custer in Battle Creek, Battle Creek has a large percentage of veterans who are homeless. Unsheltered homeless people are likely to be veterans. The 2013 Point in Time count estimated 64 people living on the street or in places not meant to be inhabited. The 2014 Point in Time count estimated 54 unsheltered. Homeless veterans (20) accounted for 37% of those identified without shelter. The 2014 VA gaps analysis counts 264 homeless veterans in the Battle Creek.

The **Housing Solutions Board** responsibilities include:

A. Operate the Continuum of Care

- Conduct meetings of the full membership
- Issue a public invitation for new members, at least annually
- Adopt and follow a written process to select a board and appoint additional committees, subcommittees, or work groups
- Develop and follow a governance charter detailing the responsibilities of all parties
- Consult with recipients and sub-recipients to establish performance targets appropriate for population and program type, monitor the performance of recipients and sub-recipients, evaluate outcomes, and take action against poor performance
- Evaluate and report to HUD and MSHDA outcomes of funded projects
- Establish and operate a centralized or coordinated assessment system

B. Operate a Homeless Management Information System (HMIS)

- Designate an entity to manage the Homeless Coalition's HMIS
- Monitor recipient and sub-recipient participation in HMIS
- Review and approve privacy, security, and data quality plans

C. Continuum of Planning

- Coordinate the housing and service system within Calhoun County
- Conduct a Point in Time count of homeless persons

- Conduct an Annual Gaps analysis
- Provide information required to complete the Consolidated Plan
- Consult with Emergency Solutions Grant (ESG) recipients about the allocation of ESG funds and evaluation of the performance

NA-45 Non-Homeless Special Needs Assessment - 91.205 (b,d)

This section will discuss the characteristics and needs of persons in various subpopulations who are not homeless but may require supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, and developmental) and persons with HIV/AIDS and their families. Data is not available for the number of persons with alcohol or drug addiction.

Figure 11: Disability Characteristics for Battle Creek, Michigan

	With a disability Estimate	Percent with a disability Estimate
Population 5 to 17 years	690	5.00%
With a hearing difficulty	45	0.30%
With a vision difficulty	0	0.00%
With a cognitive difficulty	645	4.60%
With an ambulatory difficulty	0	0.00%
With a self-care difficulty	0	0.00%
Population 18 to 64 years	6,594	14.40%
With a hearing difficulty	1,161	2.50%
With a vision difficulty	1,133	2.50%
With a cognitive difficulty	3,267	7.10%
With an ambulatory difficulty	2,969	6.50%
With a self-care difficulty	798	1.70%
With an independent living difficulty	2,340	5.10%
Population 65 years and over	4,697	42.20%
With a hearing difficulty	1,781	16.00%
With a vision difficulty	421	3.80%
With a cognitive difficulty	1,932	17.30%
With an ambulatory difficulty	3,177	28.50%
With a self-care difficulty	1,337	12.00%
With an independent living difficulty	2,125	19.10%

Data source: 2013 ACS

Describe the characteristics of special needs populations in your community:

Battle Creek’s elderly population, defined as 65 years of age or older, is currently 13.4% according to the 2010 U.S. Census. The median income for elderly households is \$29,810 (below 80% AMI), and they make up 36% of all low- and moderate-income households in Battle Creek. However, in general elderly households tend to be better prepared to handle housing costs than households of similar income as they make up only 20% of households that are severe housing cost burdened. This is counter to the trend mentioned previously of housing cost burden tracking closely with income. Since 71% of elderly householders in Battle Creek are homeowners, it’s likely that many have paid off their mortgages and

have lower housing expenses than younger householders, who are more likely to be renters or have an outstanding mortgage.

That said, there are two subsets of elderly households that have unmet housing needs: elderly women who live alone and elderly residents who have a disability. Approximately, 36% of Battle Creek's elderly population lives alone, of these 74% (or 1,887) are women. According to the 2013 ACS, 15.7% of Battle Creek's population is individuals with an identified disability

What are the housing and supportive service needs of these populations and how are these needs determined?

These two groups, disabled, particularly elderly disabled; and elderly single householders, who are most often women; have difficulties with routine home maintenance, experience accessibility issues, lack necessary accommodations, and because many are on fixed income, are more susceptible to utility cost fluctuations, emergency repair needs, and the failure of a major housing element. This often leads to depreciating home values, property decline, and code violations.

Consultations with local stakeholders indicated a significant number of elderly or disabled residents who are fiscally or physically unable to make repairs. Elderly single women made up 70% of requests for assistance through the City's Minor Home Repair program in 2013-14. Due to the high ratio of monthly income spent on housing needs, elderly residents may encounter difficulty meeting additional basic needs such as food, clothing, transportation, and health care. Therefore, they may require the help of social and human services and public assistance to afford other basic needs. Elderly residents and residents with impairments experience significant difficulty accessing transportation. Affordable housing and transportation options for residents with disabilities are also limited. Additionally, interviews with community stakeholders and residents indicated that affordable housing for residents with mental and behavioral issues is limited. Consultations with CIR, a community provider of recreation services to people with disabilities spoke of the isolation and difficulties with transportation for people with disabilities.

Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area:

According to the February 2013 Calhoun County Community Health Needs Assessment, there are an estimated 150 people living with HIV/AIDS in Calhoun County in January 2010, 26% of whom did not know they are infected. This represents a rate of 82 cases per 100,000 residents. In 2009, 42% of adults age 18-64 in Calhoun County reported ever being tested for HIV. The most common reasons for receiving an HIV test among adults age 18-64 were because it was part of a routine medical check-up or because of pregnancy. Only 1.1% of Calhoun County adults reported that they received an HIV test because they thought they had contracted HIV through sex or drug use. While some people are affected by HIV/AIDS, it not identified as a major health issue for the Battle Creek community.

NA-50 Non-Housing Community Development Needs – 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

The need for public facilities was established through the City's annual Capital Improvement Program, the Community Development Survey and the consultations. Examples of public facilities are centers for seniors, handicapped people, homeless people, youth, or child care; neighborhood facilities, fire stations/equipment, health facilities, parks and recreation facilities, and other facilities for special needs populations.

Battle Creek has a wide variety of public facilities available including the Burnham Brook Community Center, the Full Blast water park and recreation facility, Binder Park Golf Course, Binder Park Zoo, and a wide variety of City and County parks including the Linear Trail and the Calhoun County Trailway. The City owns and operates a municipal public events facility called Kellogg Arena. Many capital improvement items are related to upgrading this facility which hosts school sports championships, conventions, and large community gatherings. The City is currently evaluating the need to build a new or renovate the existing Police Department Headquarters. The City owns and operates the W.K. Kellogg Airport. Significant investment continues at the airport with resurfacing of runways and taxiways with federal aviation funding.

In 2014, the Burma Cultural Community Center opened in the former Springfield High School building (also the former Battle Creek Area Math and Science Center). Battle Creek also has VOCES, a community resource center for Spanish-speaking people. Both of these facilities are looking to expand programming.

In consultations conducted in the summer of 2014, a number of nonprofit providers discussed that the City of Battle Creek does not have a detox medical facility. With the closing of the Fieldstone Building Detox program by the local hospital a number of years ago, the only medical facility for people detoxing from drugs or alcohol is the local emergency room.

Child care was noted as a need in both the community development survey and in several consultations with community leaders. A child care facility for second- and third-shift workers in the Fort Custer Industrial Park was identified as a high-priority need for employees in the manufacturing sector.

Connecting the Battle Creek Linear Trail with the City and County of Kalamazoo bike path, with Calhoun County trails and the North County Trail has also been discussed as a priority.

How were these needs determined?

In the summer and fall of 2014, the City of Battle Creek conducted 50 consultations with community leaders and conducted a Community Development Survey of residents which had a good response rate of 1,179. The survey recorded 900 open-ended statements to the question, "If you could change one thing in your neighborhood, what would it be and how would you do it?" Statements recorded at 10

public meetings and the survey open-ended responses were themed for strategy development. The need for public facilities was assessed through the City's Capital Improvement Plan, interactions with the public, and the consultations with community leaders.

Describe the jurisdiction's need for Public Improvements:

Each year the City of Battle Creek staff and the City Commission update the City's six-year Capital Improvement Program. Needs are determined by staff recommendation in consultation with public input. This document formalizes and consolidates all the capital improvement projects through the City departments and units, and provides a comprehensive summary of the capital needs of the City. To be considered as a project for the Capital Improvement Program, an item must have an estimated cost of at least \$25,000 and have a minimal useful life of at least five years.

The City provides a full range of municipal services, each with its own infrastructure and capital assets. The general fixed assets of the City include City Hall, the Department of Public Works facilities, fire stations, the police station, park land, and the furniture and equipment contained in these facilities. The City owns and maintains general infrastructure consisting of 300-plus miles of roads and streets, bridges, sidewalks, and storm sewer systems. In total, these assets are valued at \$232 million. Providing adequate resources to fund these areas remains a high priority. Limited resources continue to challenge the City to make difficult funding decisions involving the allocation of resources between operations and capital costs. Funding sources for fiscal year 2015-2016 remain stable and include:

Major and local street construction fund: \$2,734,794; General Fund: \$1,895,814; Full Blast Endowment \$590,000.

Many General Fund projects involve proposed improvements to the City's parks and Linear Trail. While resources for this area are tight, Parks and Recreation staff continue to work on collaborative efforts with local groups and seek grant dollars where possible to maintain and improve the City's valuable park system.

The City provides full-service water production and distribution, and sewer collection and treatment systems. Major investment has been made in these systems. The City maintains approximately 371 miles of water mains and 407 miles of sewer mains. The water system net capital assets total about \$17 million and the sewer system capital assets total \$62 million. The funding sources for capital investment in these areas come from the charges for services paid by utility customers. The City performs rate studies for water and sewer to provide adequate funding for both operations and capital maintenance based on customer usage trends.

The Battle Creek Transit Fund accounts for the operations of the City-wide fixed-route and Tele-Transit system which includes 12 buses and nine vans.

The Downtown Development Authority (DDA) has historically provided funding for the downtown area to promote economic development. DDA projects support the overall effort to make downtown Battle Creek vibrant. The DDA is facing difficult financial times, decreases in taxable values in the boundaries of

the DDA and changes in personal property taxes have limited the DDA spending capacity to debt service only.

CDBG will be used to make street improvements in low and moderate income areas of Battle Creek in 2015.

For 2015, two streets in low-income areas will be resurfaced. Steedorf Street is located in the North Central (Washington Heights) neighborhood (NPC #2) and Byron Street is located in the Fremont/McKinley neighborhood (NPC #4).

How were these needs determined?

For the Consolidated Plan public input process, the City of Battle Creek conducted a paper and online survey, receiving 1,179 responses. Street Improvements were the second highest need overall, and ranked as a top-five service need among almost all demographic groups, including both low- and moderate-income individuals (57%) and respondents living in low- and moderate-income areas (56%). NPC 2 and 5, as well as respondents that live outside the city, rated it a high priority most often. Street improvements were rated as “high need” for 51% of respondents.

The Battle Creek Department of Public Works has prioritized needed street improvement projects in low- and moderate-income areas of the City and chosen areas most in need of improvement.

Figure 12: From the Community Development Survey

Highest Ranked Issues and Highest Ranked Needs for Your Neighborhood

Rank	Issue Category	Percent
1	Code Compliance	13%
2	Neighborhood Organizing, Associations, or Interaction	12%
3	Public Safety	10%
4	Vacant Buildings	9%
5	Rental Housing Concerns	7%
6	Improve Neighborhood Appearance	7%
7	Public Infrastructure	7%
8	Reduce Speeding in Residential Neighborhoods	6%
9	More Housing Rehabilitation	6%
10	Build/Improve Sidewalks	6%
11	Trash/Neighborhood Clean-up	5%
12	Trim Shrubs and/or Removal of Trees or Overgrowth	4%
13	Street Lighting	4%
14	More Public Services	3%
15	Economic Development	3%

Rank	Need Category	Percent
1	Job Opportunities	60%
2	Street Improvements	51%
3	Crime Prevention Education & Victim Services	45%
4	Health Care	45%
5	Youth Services	44%
6	Veterans Services	43%
7	Mental Health Services	42%
8	Demolition of Abandoned Buildings	42%
9	Employment Training	42%
10	Weatherization/Energy Improvements	42%
11	Clean Up of Vacant Lots	40%
12	Homeowner Rehab/Repair	39%
13	Help with Home Maintenance	39%
14	Substance Abuse Services	39%
15	Senior Services	38%

Describe the jurisdiction's need for Public Services:

With the decrease in CDBG federal allocations in 2011, the City of Battle Creek cut back its public services grant program in 2012 and eliminated public service grants for the 2013 program year. The Community Development Survey showed that residents rank a high need for services for crime preventions and victim services, health care, youth services, veterans' services, mental health services, employment training, substance abuse services and senior services. The charts above show how residents ranked the most important issues to their neighborhood, more public services was ranked lower.

Concerns were raised in the consultations and in the public meetings about sustaining people in housing especially elderly people in owner-occupied housing and homeless individuals and families. Housing case management was discussed as a need to help homeless people find and stay in permanent housing. Public services are currently identified as a low-priority need, but as community problems change, they could be moved to high priority during the five-year period that the Consolidated Plan covers.

How were these needs determined?

In the 2014 Community Development Survey, more public services made up just 3% of 1,079 responses. The charts inserted above summarize the percentage of residents ranking which services as high need.

Crime prevention education and victim services ranked as the third highest need. Public safety was the third most frequent response to the open-ended question about how to improve your neighborhood and "reduce speeding in residential neighborhoods", another public safety issue, was ranked eighth. Health care was the fourth-highest rated need. Again, this need was broadly felt, cutting across most demographic groups.

Youth Services was the fifth-highest service need, largely as the result of four demographic groups: African Americans (74%), residents of the Post/Franklin NPC (73%), lower income households (66% for households with income below \$30,000), and renters (66%). Like many service categories including veterans' services, mental health services, and senior services, youth services were rarely mentioned by respondents in the open-ended question.

Housing Market Analysis

MA-05 Overview

The housing needs in Battle Creek are significant and range from a lack of affordable units that meet the City's minimum standard for health and safety to a demand for upscale and new urban housing. There are an estimated 24,300 housing units in Battle Creek. Approximately, 3,550 units are occupied by households earning less than 80% of Area Median Income (AMI) that are also severely housing cost burdened—meaning their housing costs are more than 50% of their income. Per the 2010 U.S. Census, approximately 3,159 units are vacant. As of March 2015 the city register of vacant and abandoned residential buildings included 802 properties including 191 dangerous buildings—properties that have met the City's standard for demolition. Many older neighborhoods adjacent to downtown face the greatest challenges. Approximately 43 percent of Battle Creek's housing was built before 1950, and much of it is located in these neighborhoods. These older homes tend to be less energy efficient, more expensive to maintain, and lack modern amenities that affect marketability. The median home value in these neighborhoods is \$65,680; compared to \$101,160 in the rest of the city (ESRI, 2014). Findings from recent housing studies by McKenna and Associates in 2013 and Zimmerman/Volk Associates in 2015 suggest that there are opportunities for redevelopment:

- **The demand for rental housing is higher than the demand for homeownership.** Within the City of Battle Creek, over 500 new rental units are demanded. (McKenna and Associates)
- **Overall throughout the commuter-shed there is an undersupply of housing for households earning under 50% of AMI, but there is an oversupply of such housing within the City of Battle Creek.** Currently, many low-income families are forced to choose between neighborhoods with lower quality housing and fewer amenities and housing that is financially burdensome. Additional opportunities for low-income housing are needed in both Primary and Secondary commuting areas. Additionally, the core neighborhoods of Battle Creek need to be strengthened and infilled with housing that appeals to a variety of household types and income groups. (McKenna and Associates)
- **There are insufficient opportunities for households interested in dense housing near retail and amenities, especially in the Central Business District and its immediate surroundings.** Housing in the walkable center of a community appeals to a number of groups—young professionals, retirees, individuals needing access to social services, and households looking to reduce the costs of maintaining their homes. Income-wise, these groups cluster at the top and bottom of the spectrum, in the categories where housing is not currently supplied at levels that meet demand. By providing additional housing in the core of Battle Creek, the housing needs of these residents can be met and a mixed-income, vibrant community can be created in the downtown area. (McKenna and Associates)

- **From the market perspective, between 375 and 455 new rental and for-purchase market-rate dwelling units could be constructed**, or created through adaptive re-use of existing buildings, and absorbed within the Target Market Study Area (downtown and some adjacent neighborhoods) over the next five years. (Zimmerman/Volk Associates)
- **New rental development is most appropriate in the core downtown.** The goal in the surrounding single-family neighborhoods should be to promote home ownership, by rehabilitating worthy existing houses and by introducing, on vacant parcels, new construction of other ownership housing types, including small-scale mansion condominium buildings, row houses or townhouses, and urban cottages. (Zimmerman/Volk Associates)

Commuting Areas

The commuter-shed is defined as including the Primary and Secondary commuting areas. The Primary area is the area outside the city limits reachable from downtown within the average commuting time for a Battle Creek resident of 17.9 minutes. The Primary commuting area extends along the major roads leading out of Battle Creek. It reaches as far as Galesburg and Marshall along I-94, to Bedford along M-37, almost to Bellevue along M-78, and to Athens along M-66.

The Secondary commuting area is the area between the edge of the Primary commuting area and a 30-minute drive from downtown. The Secondary commuting area reaches Kalamazoo and Portage to the west, Albion to the east, Barry County to the north, and Branch County to the south.

MA-10 Number of Housing Units – 91.210(a)&(b)(2)

The 2013 Comprehensive Housing Study completed by McKenna and Associates determined the City has an oversupply of 2,367 for-purchase units that are affordable to low- and moderate-income households, but most of these units are not suitable for habitation or are occupied by higher-income households. 802 units are on the City's vacant buildings registry due to marketability deficiencies or blight. The study also showed that thousands of higher-income households are occupying housing that costs far less than they can afford, and that higher-cost housing is in short supply within the City. This reduces what is actually available to lower-income households.

An analysis of rental properties reveals a fairly homogenous, moderately-priced rental housing stock that fails to meet the needs of both upper- and lower- income groups. More than half of the rental housing in Battle Creek is built to a moderate standard that fits the needs of just 17% of the renter population. For roughly 1,000 low- and extremely low-income families, available units are too expensive, and for many renters over median income, available units lack desired amenities.

The need for affordable rental housing is greatest among extremely low-income families. There are just over 2,000 subsidized housing units in Battle Creek, yet only half of these provide a deep enough subsidy to make units affordable to these households. In addition, the waiting lists for subsidized rental units are long. Current year housing voucher recipients have had to wait up to five years to receive their voucher.

All residential properties by number of units

Property Type	Number	%
1-unit detached structure	16,596	68%
1-unit, attached structure	608	3%
2-4 units	2,230	9%
5-19 units	2,410	10%
20 or more units	1,957	8%
Mobile Home, boat, RV, van, etc	505	2%
Total	24,306	100%

Table 25 – Residential Properties by Unit Number

Data Source: 2007-2011 ACS

Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	37	0%	230	3%
1 bedroom	249	2%	2,187	28%
2 bedrooms	3,035	24%	3,043	40%
3 or more bedrooms	9,561	74%	2,222	29%
Total	12,882	100%	7,682	100%

Table 26 – Unit Size by Tenure

Data Source: 2007-2011 ACS

Describe the number and targeting (income level/type of family served) of units assisted with federal, state, and local programs.

Based on the latest HUD and Battle Creek Housing Commission data, there are 2,012 state or federally assisted units in Battle Creek. Of these, 375 are public housing units, 561 are Public Housing Authority (PHA) Section 8 Housing Choice Voucher (HCV) units, 62 are Section 202/811 units, and 1,014 are Low-income Housing Tax Credit (LIHTC) units. Some units are covered by multiple funding sources resulting in a slight double count.

Of these units, 170 Section 8 HCVs are Special Purpose VASH vouchers for veterans; 396 are specifically for the elderly or disabled.

Provide an assessment of units expected to be lost from the affordable housing inventory for any reason, such as expiration of Section 8 contracts.

None are expected to be lost in the future but two apartment complexes were lost to the inventory in 2014 through fire and condemnation.

Shelborne Park Apartments, 35 Springview and 811 North Avenue with 64 units, built in 1966 and remodeled in 1997, were condemned for poor housing conditions on July 9, 2014.

Lakeview Meadows I at 890 Territorial Road, with 53 units of senior housing for people age 55 and over, was destroyed by fire on June 17, 2014.

Does the availability of housing units meet the needs of the population?

The availability of subsidized housing does not meet the needs of low-income households. Currently, there are 2,245 extremely low and low-income renters with a cost burden of 50% or greater who are in need of some level of housing subsidy. Of these, 370 are elderly and 130 are large families in need of at least three bedrooms.

Another area of concern is sustaining current homeowners in their homes, particularly the elderly. Of the 1,260 current homeowners that are severe housing cost burdened; 420 of these are elderly people.

Describe the need for specific types of housing:

The specific types of housing and housing supports needed in Battle Creek include:

- Approximately 1,040 affordable rental units for extremely low-income renters;
- Approximately 570 affordable rental units for low-income renters;
- Approximately 370 affordable rental units for the elderly;
- Approximately 130 affordable rental units for large families (3+ bedrooms);
- Approximately 335 market-rate rental units in or near downtown;
- Approximately 400 affordable for-purchase units preserved for purchase by renters or current homeowners.

Over the life of this plan, the City and its community partners will implement programs to assist existing homeowners, those aspiring to be homeowners, and renters seeking to afford decent rental housing. Home maintenance and repair, homeowner and homebuyer rehabilitation, and rental unit rehabilitation will be offered.

MA-15 Housing Market Analysis: Cost of Housing - 91.210(a)

One of the most important factors in evaluating a community's housing market is the cost of housing and, even more significant, whether the housing is affordable to households who live there or would like to live there. Battle Creek has a poverty rate of 22.1 percent according to the U.S. Census, living in poverty makes paying for housing and utilities take a large portion of people's income.

U.S. Census data show that household income in Battle Creek, when adjusted for inflation, dropped 17% between 2000 and 2011. During the same period, adjusted housing costs rose 11% for homeowners and 6% for renters, making it more difficult for individuals and families to afford housing. Households earning less than \$20,000 annually make up 25% of Battle Creek's households, and 53% of all severe housing cost burdened households. Approximately, 3,550 households (renters and homeowners) are severe housing cost burdened meaning they pay over 50% of their household income for housing and utilities. As Battle Creek's population declines, older homes around the downtown are abandoned and vacancy becomes a community problem.

Cost of Housing

	Base Year: 2000	Most Recent Year: 2011	% Change
Median Home Value	70,800	91,800	30%
Median Contract Rent	419	549	31%

Table 27 – Cost of Housing

Data Source: 2000 Census (Base Year), 2007-2011 ACS (Most Recent Year)

Rent Paid	Number	%
Less than \$500	2,981	38.80%
\$500-999	4,391	57.20%
\$1,000-1,499	217	2.80%
\$1,500-1,999	78	1.00%
\$2,000 or more	15	0.20%
Total	7,682	100.00%

Table 28 - Rent Paid

Data Source: 2007-2011 ACS

Housing Affordability

% Units affordable to Households earning	Renter	Owner
30% HAMFI	490	No Data
50% HAMFI	2,080	1,730
80% HAMFI	5,690	3,925
100% HAMFI	No Data	5,440
Total	8,260	11,095

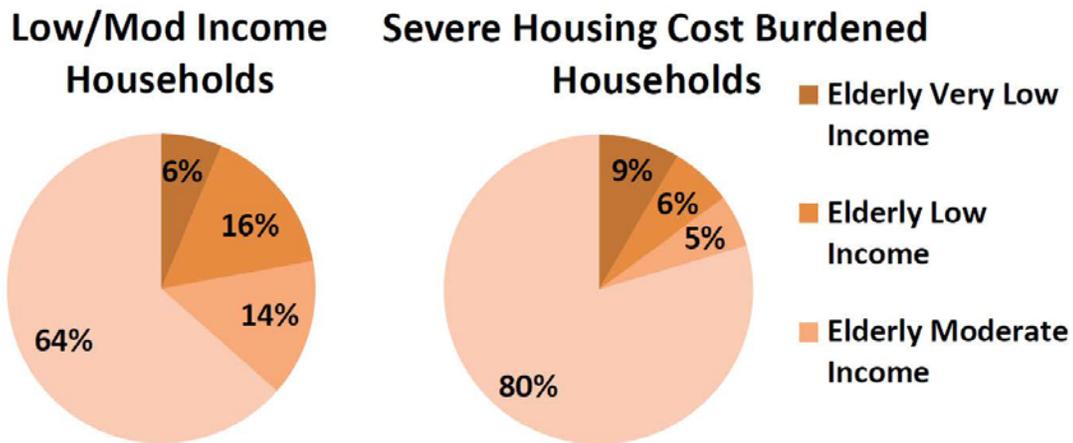
Table 29 – Housing Affordability Data Source: 2007-2011 CHAS

Monthly Rent

Monthly Rent (\$)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent	\$449	\$587	\$740	\$933	\$1,035
High HOME Rent	\$475	\$587	\$740	\$864	\$944
Low HOME Rent	\$465	\$529	\$634	\$734	\$819

Table 30 – Monthly Rent Data Source: HUD FMR and HOME Rents

Figure 13: Housing Cost Burden for Low- and Moderate-Income Elderly People



Is there sufficient housing for households at all income levels?

According to the 2007-2011 ACS, there are 20,564 occupied housing units within the City of Battle Creek. Of these, 62.6% (12,882) are owner-occupied and 37.4% (7,682) are rente- occupied. The median housing value is \$91,800 and the median contract rent is \$549. There appears to be a sufficient number of affordable for-purchase housing units for households with incomes between 30% AMI and 100% AMI as there are 5,319 owner households in this range and 12,248 affordable units. Higher cost units are in

short supply, as there are 8,089 households with incomes above median income, but only 3,263 units valued over \$98,000. A sufficient number of affordable rental units are likewise available for households with incomes between 30% AMI and 80% AMI, as there are 3,165 renter households in this range and 6,688 affordable units.

Data is not available to analyze whether a gap exists between the number of households below 30% AMI seeking owner-occupied housing and the number of units available. Housing values are low enough that it is conceivable that affordable for-purchase units are available to households within this income range; however there are considerable barriers to accessing homeownership for these households, such as poor credit and inability to afford a down payment. Low cost houses affordable to those with low-incomes often are in poor condition.

The biggest gap in affordable housing is between the 1,830 renter households with incomes under 30% AMI and the 825 affordable rental units available, resulting in an unmet need of 1,005 affordable housing units.

None of this analysis is an indication of the condition of affordable housing, which is a significant concern. The 2007-2011 CHAS indicated that 55% of rental units (4,271) and 28% of owner-occupied units (3,694) had one of the four housing problems. It also shows 1,030 low-cost rentals and 840 low-cost for-purchase units are vacant.

How is affordability of housing likely to change, considering changes to home values and/or rents?

The homeownership picture is not likely to change much, even if values continue to increase, since accessibility to financing is more of a concern than affordability. Extremely low- and low-income families are more likely to be renters, and the trend of rents rising faster than incomes is likely to result in more housing cost burdened households.

How do HOME rents / Fair Market Rent compare to Area Median Rent? How might this impact your strategy to produce or preserve affordable housing?

The Area Median Rent in Battle Creek in 2013 was \$689, which is \$51 below the Fair Market and the same as the High HOME rent for a two bedroom unit. The average number of bedrooms for rental units in Battle Creek is 1.94. This suggests that rental units are generally affordable and that the primary impact of producing or rehabilitating affordable rental units will be to improve the quality of units, increase density in key areas, and improve neighborhoods.

MA-20 Housing Market Analysis: Condition of Housing – 91.210(a)

One of Battle Creek's unique assets is the rich history of its neighborhoods. The City has five local and five National Register Historic districts. Approximately, 63% of residential properties in the City were built before 1960 and 80% before 1980. The city's newest housing stock is in the Lakeview, or southern portion of the city. In areas around the downtown, more than 40% percent of the homes were built prior to 1940.

While the historic housing stock is an asset, the age of housing stock can present challenges such as additional maintenance and repair costs, low energy efficiency, the lack of modern amenities that affect marketability, and lead-based paint hazards. While age does not indicate housing condition, correlations exist. Areas with older housing have been identified as having a greater need for repair in housing studies done in 2006 and 2013.

Affordable housing in Battle Creek is currently affected by poor housing conditions, as hundreds of properties that would otherwise be affordable to low-income residents are being passed over for more expensive housing of better quality. During the 2013-2014 program year, the City issued 1,213 housing code citations. During consultations and public meetings for the Consolidated Planning process, local agencies and numerous residents talked about the fact that housing that is affordable and available to the poorest families is often last resort housing with structural and safety problems and landlords who do not register or invest in their properties.

In addition to property conditions, other factors need to be considered to preserve affordable housing for the future. Home sale, foreclosure, code enforcement, and vacancy data are other sources of information that give a broad indication of neighborhood desirability, stability, neighborhood norms, and deterioration. The City uses these indicators to identify areas where housing conditions are worst, but also to determine which areas have the greatest risk to decline further, and increase the number of deteriorated housing units.

It is easier and more cost-effective to preserve affordable housing in older Battle Creek neighborhoods than it is to do extensive rehabilitation on a dilapidated property or to build new. A more proactive approach of addressing the root causes of decline enables the private market to attempt to resolve the issue before the property is too far gone—either through the actions of a current owner or a prospective investor. Following the foreclosure crisis this has become more important than ever as the crisis represents an unprecedented shift in liabilities in the form of costs associated with abandoned and blighted properties (maintenance, demolition, effect on property values, etc.), from the private sector to the public sector.

Definitions

“Substandard condition” is defined as housing that does not meet local building, fire, health and safety codes. “Substandard condition but suitable for rehabilitation” is defined as housing that does not meet local building, fire, health and safety codes but is both financially and structurally feasible for rehabilitation. It may be financially unfeasible to rehabilitate a structure when costs exceed 30-50% of the assessed value of the property. The City’s standard for its dangerous buildings process is if the cost estimate to repair exceeds the State Equalized Value (typically 50% of the market value) of a property, demolition is authorized.

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected condition	3,641	28%	4,222	55%
With two selected conditions	53	0%	29	0%
With three selected conditions	0	0%	20	0%
With four selected conditions	0	0%	0	0%
No selected conditions	9,188	71%	3,411	44%
Total	12,882	99%	7,682	99%

Table 31 - Condition of Units

Date Source: 2007-2011 ACS

Year Unit Built

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	794	6%	408	5%
1980-1999	1,244	10%	1,619	21%
1950-1979	5,499	43%	2,777	36%
Before 1950	5,345	41%	2,878	37%
Total	12,882	100%	7,682	99%

Table 32 – Year Unit Built

Data Source: 2007-2011 CHAS

Risk of Lead-Based Paint Hazard

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total Number of Units Built Before 1980	10,844	84%	5,655	74%
Housing Units built before 1980 with children present	340	3%	375	5%

Table 33 – Risk of Lead-Based Paint

Data Source: 2007-2011 ACS , 2007-2011 CHAS

Vacant Units

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units	802	191	993
Abandoned Vacant Units	0	0	0
REO Properties	258	50	308
Abandoned REO Properties	0	0	0

Table 34 - Vacant Units

Data Source: City Vacant Buildings Analysis 2013

Need for Owner and Rental Rehabilitation

There is significant need for rehabilitation funds to preserve affordable housing units as well as strengthen the neighborhoods in which much of the City's current affordable housing is located. Resources directed at assisting current homeowners with repairs should be prioritized to address health and safety issues with minor repairs. Given that the number of potential households in need is in the thousands, investments should be smaller to increase the number of beneficiaries.

Substantial rehabilitation that results in the creation of new affordable units should be limited to a manageable target area where a measurable physical impact or change in the resident mix (such as income diversity or proportion of owner occupants) can be expected over time. A recent Target Market Analysis by Zimmerman Volk determined that between 375 and 455 new rental and for-purchase market-rate dwelling units could be constructed, or created through adaptive re-use of existing buildings, and absorbed within a Target Market Analysis Area that encompasses downtown and some of the adjacent neighborhoods.

Estimated Number of Housing Units Occupied by Low or Moderate Income Families with LBP Hazards

Lead-based paint is a concern in houses built before 1978. City-wide 80.4% of housing units were built pre-1978, a total of 19,898. Many of Battle Creek's core neighborhoods were almost entirely built prior to that year. In these core neighborhoods alone, it is estimated that between 7,100 and 7,500 low- or moderate-income families are living in housing units with lead-based paint hazards.

MA-25 Public and Assisted Housing – 91.210(b)

Totals Number of Units Program Type									
Race	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled*
# of units and/or vouchers available			370	744		473	170	0	101

Table 35 – Total Number of Units by Program Type

Data Source: PIC (PIH Information Center)

***includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

Describe the number and physical condition of public housing units in the jurisdiction, including those that are participating in an approved Public Housing Agency Plan:

The Battle Creek Housing Commission provides subsidized housing through various programs in the City of Battle Creek. The Commission was created on August 9, 1960 through a City ordinance. The five member Housing Commission is appointed to five-year terms by the mayor with approval by the City Commission. The Housing Commission owns and manages 320 public housing units, administers the Housing Choice Voucher program and owns and manages 50 units of scattered site homeowner units.

Northside Drive Homes – (16) two- and three-bedroom single family homes

Parkway Manor – (84) one-, two-, three and four-bedroom townhomes

Cherry Hill Manor – (150) one-bedroom apartments

Kellogg Manor – (70) Efficiency and one-bedroom apartments

Home Ownership Program – (50) two-, three-, and four-bedroom single-family homes

The public housing units provided by the Battle Creek Housing Commission are in good condition. In addition to the public housing units, the Battle Creek Housing Commission administers the Housing Choice Voucher program. Currently, it administers 744 vouchers in Battle Creek, Albion and Portage. The majority of vouchers are in Battle Creek (561).

Source: Battle Creek Housing Commission, July 2014

Public Housing Condition

Public Housing Development	Average Inspection Score
Parkway Manor/Northside Drive	77
Cherry Hill Manor/Kellogg Manor	90

Table 36 - Public Housing Condition

Describe the restoration and revitalization needs of public housing units in the jurisdiction

The Battle Creek Housing Commission receives \$300,000 to \$400,000 annually for renovation and maintenance expenses from HUD'S Capital Fund Program. In 2013, the Commission received a \$358,958 grant.

In 2014, the Commission expects to receive a \$416,040 grant. The Commission is using these funds for foundation and wall repair at Parkway Manor and boiler replacement at Kellogg Manor. Work items include preventative maintenance of items identified by a Capital Needs Assessment and replacement of items for energy efficiency.

Describe the public housing agency's strategy for improving the living environment of low- and moderate-income families residing in public housing

The Housing Commission assists mostly extremely low-income and very low-income households in its public housing units, and mostly very low and low-income families with Housing Choice vouchers. The homeownership program predominantly assists low-income households. Families interested in the homeownership program are working families with children with incomes of at least \$18,000 per year. Many of the existing residents of the homeowner units are former public housing and/or Housing Choice voucher recipients. The opportunity for homeownership provides the needed financial assistance to these families.

The Housing Commission manages three houses, providing 14 bedrooms for Veterans recovering from alcohol and/or other substance problems. This program, "Jesse Houses," is jointly operated with the Veteran's Administration Transitional Living Program.

The Battle Creek Housing Commission works with area service providers including Community Action to provide services to residents of its housing.

MA-30 Homeless Facilities and Services – 91.210(c)

Homelessness is a complex issue with many causes experienced by individuals and families. Nonprofit organizations have staff devoted to helping people find housing and improve their situation. Below is an inventory of emergency shelter, transitional housing programs and housing programs dedicated to helping homeless people in Battle Creek.

The Haven of Rest has been giving hope since 1956. Besides the domestic violence shelter run by S.A.F.E. Place, almost all other overnight emergency shelter for men, women and families with children is provided by the Haven. The Haven runs 10 programs and employs 62 staff, 40% full-time and 30% former homeless people. The men's Emergency Shelter provides 38 bunks for single men, age 18 and over, who must not be visibly drunk or high. Services include hot dinner and breakfast, and showers. The shelter allows 30- to 60-day stays. Case management is provided by a Life Skills Instructor. A Wet Shelter provides a mat and a blanket, a warm and safe place for people actively drunk or high, or not willing to participate in case management, to sleep from 11:00 pm-6:00 am. The men's Life Recovery Program provides 38-beds of transitional housing focusing on substance abuse treatment and recovery. This structured 12 month program has helped many men recover their lives since it started in 1998. It has a 30% graduation rate, which is good considering the difficult problems with which homeless and addicted men enter the program.

The Veterans in Progress (VIP) program provides up to 18 shelter beds for homeless veterans for up to six months while male veterans wait to be served by permanent housing at the Silver Star Apartments, HUD-VASH Housing Choice Vouchers or other programs. The VA provides per diem payment to fund this program. The Haven also provides Adult Foster Care in 15 single-room occupancy housing units for single men.

The Haven also serves single women and families. InAsMuch House provides 55 beds of emergency shelter for women and families. Case management by life coaches and daycare are provided. The Women in New Life Program is the Haven's scattered site transitional housing program for families with children, 18 beds in six apartments. The Women's Life Recovery Program provides substance abuse treatment for up to 32 single women and women with children at the former Emily Andrus facility. Children's Gain Access Program provides school-aged children with after-school care and the Good News Day Care Center provides licensed child care for 32 children while family members deal with the crisis that has them living in a Haven facility.

Since, 1983, S.A.F.E. Place has helped victims of domestic violence and their families in Calhoun, Eaton and Barry Counties by providing shelter and crisis intervention. S.A.F.E. Place provides 56 beds of shelter for women and children in a 16 bed room facility. In 2012-2013, S.A.F.E. Place sheltered 151 adults and 146 children and provided 7,177 nights of shelter while employing 15 full time equivalents, 20 staff. In 2012-2013, S.A.F.E. Place recorded 519 domestic crisis and information/referral calls. S.A.F.E. Place works with Sexual Assault Services of Calhoun County on the Sexual Assault/Domestic Violence Coordinating Council to provide services to victims of domestic violence and educate the community on

the importance of recognizing, understanding, and fighting domestic violence. Climbing the Ladder to Self-Sufficiency (CLASS) is a transitional housing program for seven families in scattered site apartments.

The SHARE Center, a day center, serves an average of 120 individuals daily. Breakfast is served every morning; free Wi-Fi and computer access; phone use; and laundry services are available. The SHARE Center also runs Peer Support Programs, with 13 Certified Peer Support Specialists who work with 350 customers each year in developing and achieving individualized Wellness Recovery Action Plans.

Facilities and Housing Targeted to Homeless Households

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Supportive Housing Beds	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	75	0	38	27	0
Households with Only Adults	48	19	111	20	0
Chronically Homeless Households	0	0	0	0	0
Veterans	13	0	22	259	25
Unaccompanied Youth	0	0	2	0	0

Table 37 - Facilities and Housing Targeted to Homeless Households

Data Source Comments: HUD's 2014 Continuum of Care Homeless Assistance Programs Housing Inventory Count Report, 10/28/2014

Describe mainstream services, such as health, mental health, and employment services to the extent those services complement services targeted to homeless persons

Low-income people in Battle Creek receive health care services through Grace Health (formerly the Family Health Center), a federally qualified health center, and services provided through Community Health care Connections (CHC). CHC provides health care navigators to sign people up for health care benefits and runs a free health care and dental clinic. The free health care clinic, the Nursing Clinic, has been an outreach mechanism to get homeless people engaged in services. Nursing Clinic staff regularly visit the SHARE Center to offer health care services.

Mental health services are provided by Summit Pointe, the community mental health agency for Calhoun County. Summit Pointe provides a continuum of mental health services ranging from outpatient services, hospital diversion, and psychosocial assessments to Assertive Community Treatment Teams (ACT) to engage people in need of services. Summit Pointe is a major funder in the SHARE Center which provides a Drop-In and outreach center for homeless people during the day from 8:00 am-8:00 pm, times when the night shelters are closed. Summit Pointe also is the fiduciary for The Coordinating Council and runs a housing identification and search program called Summit Pointe Housing.

Summit Pointe Housing is the Housing Access Resource Agency (HARA) for Calhoun County. It is located in the SHARE Center. It provides eviction prevention services and help for homeless people to find housing. It typically helps 15 to 20 households per week and serves 120 to 150 households annually. It helps homeless people through four funding streams, three of which receive funding from the Michigan Housing Development Authority (MSHDA).

- MSHDA ESG HARA Eviction Prevention helps households avoid eviction and prevent homelessness, \$17,700.
- MSHDA ESG Financial Assistance Program which provides security deposit funding and up to three months of rent, limited by the Fair Market Rent amounts published annually by HUD, \$35,818.
- HUD Continuum of Care funding for the Homeless Housing Assistance Project, which funds security deposits up to \$350 for people who are homeless and diagnosed with a serious mental illness, \$42,000.
- MSHDA Housing Assistance Fund - The HARA helps people at risk of homelessness apply to MSHDA for up to \$1,500 for back utilities and moving costs to prevent homelessness.

Summit Pointe Housing also manages 91 units of housing in five different apartment complexes across the city. These units have a 94% occupancy rate. They maintain a waiting list of 30-40 households that starts over every 90 days. Three or four apartments become available each month. Different service providers provide housing case management services which at a minimum consists of one contact a month to check on welfare. People's poor rental and credit history is a general barrier for gaining housing.

Employment services are provided by the Michigan Works! office. Managers estimate that 40% of customers who use Michigan Works are struggling with housing instability. Michigan Works serves 5,000 people in an average month; approximately 10% are new each month and up to 20% are consumers of Summit Pointe programs. Homeless people who have mental health issues also receive employment training through Michigan Rehabilitative Services.

The Salvation Army runs a soup kitchen six days a week serving a hot lunch to an average of 200 people per day. The Salvation Army assists families in crisis through a food pantry, clothing assistance, beauty shop services, rent and utility payment assistance and youth programming. Families can be assisted with

first month's rent and security deposits if they demonstrate the ability to pay rent once housed again.

List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.

The U.S. Department of Veteran's Affairs has a medical center located in Battle Creek that provides integrated health services including inpatient substance abuse treatment and mental health services. The VA provides outreach workers to shelters and a walk-in clinic case manager. Permanent housing available to veterans includes the Silver Star Apartments, 175 one bedroom apartments, and HUD-VASH Housing Choice Vouchers available in partnership with the Battle Creek Housing Commission. The Housing Commission also manages Jesse Houses, three houses with 16 beds of transitional housing for veterans recovering from alcohol or other substance abuse problems.

Gracious Homes, Inc. Women's Shelter provides six beds of transitional housing for 90 to 120 days for women without children.

The ARK Services for Youth, Catholic Charities of Kalamazoo provides crisis counseling and emergency shelter for unaccompanied homeless and runaway youth ages 10 to 17. Located in Kalamazoo, transportation is provided to the shelter for Calhoun County homeless or runaway youth. Outreach staff is available in Battle Creek twice a month at alternative high schools. The ARK receives federal Homeless and Runaway Youth funding to include Calhoun County in its service area.

The Salvation Army of Battle Creek serves a hot meal for an average of 200 people each day, Monday through Saturday, and provides social services to about 20 families per month with rent and utility assistance, clothing, groceries, and counseling.

Legal Services of South Central Michigan provides homelessness prevention with interventions on foreclosures and evictions, domestic violence legal issues and legal assistance. It works in collaboration with nonprofit partners including VOCES, the Burma Center, the Urban League and Women's Co-op.

Guardian Finance and Advocacy Services provides guardianship and representative payee services for people found by the courts as incompetent to manage their own finances. They serve 300 individuals in Calhoun County; an estimated 35 of them are currently homeless.

Community Health care Connections provides free medical services through its Nursing Clinic and health care navigators who work to sign people up for medical coverage.

HandsOn 211 provides a one stop shop for referrals for community services. HandsOn 211 tracks requests for housing and utility assistance. It provides information and referral services for the entire community and works with local nonprofit organizations to track availability of services.

Calhoun County Department of Human Services provides a safety network for families in poverty and those seeking to prevent homelessness or recover from being homeless. They provide food assistance, cash assistance, child care, access to Medicaid, emergency state relief for housing and transportation needs. If a housing emergency is not client-caused, home ownership services may be able to provide mortgage payments, payment of property taxes, or needed home insurance. State Emergency Relief (SER) can also make home repairs and pay back utility bills. SER funds rent and security deposits for families.

Charitable Union provides clothing and work boots to families and individuals in need. Homeless service organizations refer people to Charitable Union for school and work clothes and other household needs.

McKinney-Vento Homeless Education Services funds a homeless education liaison at the Calhoun County Intermediate School District and provides funds to the Haven and S.A.F.E. Place to help students be enrolled in school, purchase needed school clothes and supplies for children, and provide food needed by students and their families.

MA-35 Special Needs Facilities and Services – 91.210(d)

This section describes the supportive housing needs of the City of Battle Creek's special needs populations including the elderly, frail elderly, individuals with substance abuse, persons who have experienced domestic violence, and persons/families with HIV/AIDS.

Including the elderly, frail elderly, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addictions, persons with HIV/AIDS and their families, public housing residents and any other categories the jurisdiction may specify, describe their supportive housing needs

Supportive housing is affordable housing with services provided to people with special needs.

The elderly and frail elderly: In 2013, Wayne State University conducted a Calhoun County Older Adult Needs Assessment for the Calhoun County Office of Senior Services (OSS) and Region 3B Area Agency on Aging (AAA). In their quantitative analysis, when they asked respondents to rank unmet service needs of people age 60 and older, they ranked transportation first and chore services second. Participating organizations ranked unmet need for services with chore services first and hearing assistance second. The 2010 Census estimates that 13.4% of Battle Creek residents are 65 years or older.

Many of the needs identified in the 2013 Needs Assessment survey concerned in-home services or services supporting aging in place and had the theme of preventing hospitalization and other problems. In addition to emphasizing the independence of older adults and their preference for wanting to stay in their own homes, there was a high ranking of the need for chore services. Another highly ranked unmet need for home-based supportive services was maintenance and minor home repair. Battle Creek has an inventory of 601 affordable housing units for senior citizens.

Persons with disabilities: The 2009-2013 ACS estimates that 12%, or 5,440, of Battle Creek residents are disabled. During Community Developments consultations with Community Integrated Recreation (CIR), the isolation of disabled people living in adult foster care was discussed. CIR provides transportation to recreational programs for people with disabilities. There is an unmet need in the community for supportive housing for people with disabilities.

Persons with alcohol and other drug addictions: The Haven of Rest provides drug and alcohol treatment in its transitional housing programs for homeless men and women. There is an unmet need for a detox program in Battle Creek. The Substance Abuse Council provides drug prevention and education programs. There is an unmet need for supportive housing for people recovering from alcohol and drug addiction.

Persons with HIV/AIDS and their families: There is very little known presence of people dealing with HIV/AIDS in the Battle Creek community.

Public housing residents: Consultations with the Battle Creek Housing Commission did not identify supportive housing needs for the residents of public housing as a priority need. The disabled and elderly residents of Cherry Hill Manor (150 one-bedroom units) and Kellogg Manor (70 efficiency and one-bedroom units) receive community services and would welcome more community involvement in hosting social and recreational events.

Survivors of domestic violence: According to consultations with S.A.F.E. Place, there is a need for housing case management and supportive housing for survivors of domestic violence, re-establishing them in independent, violence free living.

Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing

There is a lack of supportive housing in Battle Creek. Local police departments and hospitals have discharge protocols that prohibit discharge to shelters and to the streets but in reality according to homeless providers people are discharged to shelters and the streets. Integrated Health Partners provide ongoing case management to frequent users of the emergency room. Summit Pointe provides community services to people with mental illness.

Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. 91.315(e)

The City of Battle Creek will fund Tenant-Based Rental Assistance with the HOME program which will provide up to 18 families with first month's rent and security deposits. In this program, the City will partner with a service provider to provide housing case management and other needed services. This housing assistance will help provide housing stability to increase the success of existing service programs in the community.

The need for such a program is based on the high level of severe housing cost burden among low-income households and numerous consultations with local public service agencies, which reported that barriers to accessing affordable housing were preventing their clients from successfully completing a program. The focus is on increasing access to affordable housing by providing first month rent, and/or security or utility deposits and thereby increasing the impact of other supports the beneficiary is receiving. Examples of eligible programs include, but are not limited to, a job training program, domestic violence treatment, a substance abuse recovery program, or a program that addresses issues related to homelessness.

The Housing Rehabilitation-Minor Home Repair program funded by CDBG will partner with other services available to seniors in the community to improve outcomes for the elderly. Other supportive service partners will include the Calhoun County Office of Senior Services, Region 3B Area Agency on Aging, Community Action, and Habitat for Humanity.

For entitlement/consortia grantees: Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. (91.220(2))

As state above, the City will partner with a supportive services provider to provide Tenant-Based Rental Assistance and will partner the Housing Rehabilitation - Minor Home Repair with other services available to the elderly in the community.

MA-40 Barriers to Affordable Housing – 91.210(e)

Negative Effects of Public Policies on Affordable Housing and Residential Investment

There are a number of State and local regulations designed to promote the orderly development and maintenance of safe, decent and sanitary housing in the community. Sometimes these regulations can act as barriers to affordable housing. That does not appear to be the case in Battle Creek.

To eliminate duplication, the City uses the building codes established by the State for uniform construction standards. These standards parallel the three National Code standards and are minimum provisions to ensure general safety for the public. The State codes and guidelines are also appealable to the State. Consequently, the City's building codes do not appear to hinder the development or preservation of affordable housing.

Likewise, the locally established Minimum Housing Code does not create a barrier for affordable housing. These standards parallel the International Property Maintenance Code (IPMC) and are minimum requirements established to preserve and promote the public health, safety, comfort, personality and general welfare of the people. Their enforcement is necessary to preserve and encourage the private/public interests in housing and its maintenance. At the same time, these standards are appealable, locally, to ensure there are no undue hardships.

The City's zoning and land-use codes promote the morals, aesthetics, prosperity, health, safety and general welfare of people in Battle Creek. These codes are constructed to allow compatible development throughout the community and are flexible enough to encourage redevelopment in the community's existing, established areas. This is evidenced by development in both the City's outlying and urban areas. These codes, like other local codes, are appealable locally to ensure equitable and fair treatment.

All residential properties are assessed using market sales data of comparable properties in and around the immediate neighborhood. Citywide assessing appears to ensure an equitable treatment of residential properties and provide an incentive to those who maintain and improve their properties.

The current public policies relating to housing and, in particular, affordable housing, do not appear to be excessive, exclusionary, or discriminatory, nor do they duplicate any other policies.

MA-45 Non-Housing Community Development Assets – 91.215 (f)

Battle Creek is located in Calhoun County off I-94 between Chicago and Detroit. Battle Creek is known as Cereal City, U.S.A. because of its breakfast cereal and food production history. Three cereal plants owned by the Kellogg Company, Post Foods and ConAgra Foods still produce ready-to-eat cereal. Battle Creek is the corporate headquarters for The Kellogg Company, the W.K. Kellogg Foundation, and the International Food Protection Training Institute. Battle Creek has many other major corporate employers including DENSO, II Stanley, and Duncan Aviation.

Battle Creek's Air National Guard Base, commercial airport and Fort Custer Industrial Park contribute to the economic vitality of the area. Nearly 25,000 employees work in almost 1,800 business establishments within a three-mile radius of Battle Creek. Major employers with more than 1,000 workers include DENSO Manufacturing Michigan (2,762 employees), the Kellogg Company (2,300 employees), the Hart-Dole-Inouye Federal Center (2,100 employees), and the VA Medical Center (1,300 employees). Manufacturing areas surround downtown and are otherwise concentrated in the Fort Custer Industrial Park.

Adjacent to the Fort Custer Industrial Park is W.K. Kellogg Airport, a city-owned general aviation airport located approximately three miles from downtown Battle Creek. Sharing the airport, is an important national defense installation, the Battle Creek Air National Guard Base, home of the 110th Airlift Wing with the mission of aeromedical transport using C-20A Learjets. The airport is also home to Western Michigan University's College of Aviation.

The City of Battle Creek has contracted with Battle Creek Unlimited (BCU), a private, nonprofit corporation, to provide business development. BCU has led the conversion of a military base to a thriving 3,000-acre Fort Custer Industrial Park. Fort Custer Industrial Park features 90 companies employing more than 9,400 people. It is home to 22 international companies including 16 Japanese, four German, one Austrian, and one Danish.

Companies conducting international trade from Battle Creek benefit from the U.S. Customs Port of Entry and Foreign Trade Zone 43 located at the Kellogg Airport, which provides favorable duty fees for international industrial commerce.

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	86	47	1	0	-1
Arts, Entertainment, Accommodations	1,543	2,734	12	11	-1
Construction	453	688	4	3	-1
Education and Health Care Services	2,427	4,211	19	17	-2
Finance, Insurance, and Real Estate	576	787	5	3	-2
Information	153	285	1	1	0
Manufacturing	3,182	8,208	25	34	9
Other Services	562	1,053	5	4	-1
Professional, Scientific, Management Services	912	2,169	7	9	2
Public Administration	0	0	0	0	0
Retail Trade	1,676	2,352	13	10	-3
Transportation and Warehousing	422	929	3	4	1
Wholesale Trade	489	921	4	4	0
Total	12,481	24,384	--	--	--

Table 38 - Business Activity

Data Source: 2007-2011 ACS (Workers), 2011 Longitudinal Employer-Household Dynamics (Jobs)

Labor Force

Total Population in the Civilian Labor Force	24,154
Civilian Employed Population 16 years and over	20,807
Unemployment Rate	13.86
Unemployment Rate for Ages 16-24	33.76
Unemployment Rate for Ages 25-65	8.48

Table 39 - Labor Force

Data Source: 2007-2011 ACS

Occupations by Sector	Number of People
Management, business and financial	3,899
Farming, fisheries and forestry occupations	1,023
Service	2,580
Sales and office	5,091
Construction, extraction, maintenance and repair	1,358
Production, transportation and material moving	2,040

Table 40 – Occupations by Sector

Data Source: 2007-2011 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	17,373	87%
30-59 Minutes	1,983	10%
60 or More Minutes	597	3%
Total	19,953	100%

Table 41 - Travel Time

Data Source: 2007-2011 ACS

Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		
	Civilian Employed	Unemployed	Not in Labor Force
Less than high school graduate	910	393	1,513
High school graduate (includes equivalency)	5,130	850	2,381
Some college or Associate's degree	6,808	817	2,196
Bachelor's degree or higher	4,394	183	790

Table 42 - Educational Attainment by Employment Status **Data Source: 2007-2011 ACS**

Educational Attainment by Age

Educational Attainment	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	115	221	163	333	517
9th to 12th grade, no diploma	1,144	564	708	827	891
High school graduate, GED, or alternative	1,762	2,254	2,125	3,982	3,043
Some college, no degree	1,468	2,338	1,614	3,586	1,378
Associate's degree	174	602	545	1,138	291
Bachelor's degree	185	870	945	1,754	630
Graduate or professional degree	0	377	433	1,056	507

Table 43 - Educational Attainment by Age **Data Source: 2007-2011 ACS**

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	11,381
High school graduate (includes equivalency)	21,901
Some college or Associate's degree	28,694
Bachelor's degree	47,367
Graduate or professional degree	67,606

Table 44 – Median Earnings in the Past 12 Months

Data Source: 2007-2011 ACS

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

Looking at the U.S. Census data from 2011, in the City of Battle Creek 30% of available jobs are in manufacturing, 17% are in education and health care services, 12% retail, and 11% arts, entertainment and accommodations.

Describe the workforce and infrastructure needs of the business community

The Battle Creek area is encountering significant challenges around workforce employment and alignment of skills to jobs. Battle Creek’s labor participation rate is 14% less than the national average. Very few job seekers are looking for job postings in high-growth industries of science, technology, engineering and math or health sciences; rather they are seeking jobs in limited growth occupations like education and government. This indicates a potential for greater training targeted at growth industries.

The W.K. Kellogg Foundation, in partnership with the Battle Creek community and the Kellogg Company, announced an economic planning initiative in September 2014 called BC Vision with the goals to expand economic development, increase talent development, and improve Battle Creek’s culture of vitality. BC Vision task forces include Workforce Development and College and Career Readiness. The BC Vision Plan will be announced in the spring of 2015. Depending on the direction of this plan, it might necessitate the submission of a substantial amendment for Battle Creek’s Consolidated Plan during the five-year planning period, 2015-2019.

Based on feedback from the BC Vision process, focus areas are:

- Employee readiness to ensure Battle Creek working-age residents have equal access to job training and preparation outside of traditional educational or academic settings. Types of employee readiness supports include training and workforce development, adult literacy and English as a Second Language education, remedial and adult education, and opportunities for career advancement.

- Employer initiatives, including coordination and communication of needs, review and revision of human resource policies and practices, and providing on-the-job training. Job training programs and educational institutions need to more closely work with employers so they can communicate their needs and initiate efforts that result in job seekers and candidates acquiring the desired and necessary skills.
- Review of infrastructure to enable residents to seek and maintain employment regardless of personal or family situations. Needed infrastructure supports include transportation and child care.

Not all members of the workforce have access to the services and supports they need to pursue and maintain employment. Existing supports do not reach all subpopulations. For example, child care options only serve a few children and there is a lack of culturally-diverse opportunities for child care. Not all subpopulations are aware of existing supports and services. Some members of the workforce cannot afford existing supports and services. There is limited capacity in low-cost programs for transportation and child care. Existing public transportation does not reach all employer locations and child care is not close to jobs. Child care and transportation are not available for longer, 12 hour shifts, night shifts or weekend work. Current transportation options may require multiple modes of transportation and significant time to get to work.

Low-income people need transportation to employment in Fort Custer Industrial Park and other locations. There is a need for expanded hours and routes for public transit but expanding routes citywide is cost-prohibitive. Most new jobs in the community are for second and third shifts at Fort Custer. Among the feedback is that taxis are too expensive and dial-a-ride takes too long to be a regular source of transportation to employment.

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

Battle Creek has a number of organizations and initiatives that provide job training and placement, yet despite existing programs, unemployment and underemployment remain a challenge. Job seekers are not aware of industries with growth. Job training and placement support programs include EDGE, Goodwill, Kellogg Community College Workforce Solutions, and Michigan Works. Adult literacy and ongoing education to support employment readiness include the Adult Learning Collaborative Board, Community Literacy Collaborative and VOCES.

Battle Creek Unlimited established a Downtown Partnership Office and is working to leverage existing talent including food protection, food production and consumer product marketing. It is working to create a healthy business climate and facilitate job creation.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

There is a skills mismatch between the requirements for available jobs and the qualifications of the workforce. There are insufficient resources to bring programs to scale and an underutilization of resources outside of the City of Battle Creek. Job seekers are missing opportunities for further education and vocational training at Miller College and Kellogg Community College with Pell grants and the Legacy Scholars Program. Job seekers are not aware of training and placement opportunities. Due to a lack of awareness or interest, job seekers do not always pursue jobs in industries with the most postings or are not prepared for jobs in growth industries. Job seekers lack soft skills, and basic math and writing skills to qualify for existing positions.

While the community does have job training and placement programs, existing programs are small relative to employer need and human resources policies used by employers often do not maximize employment potential. Existing training and workforce programs are not aligned to the employer needs in the community. Employers may not consistently coordinate and communicate with training programs and vice versa to share what qualifications are important and what they are learning. Too few employers offer on-the-job training.

Human resources hiring policies and practices can discriminate against or skip over potential hires. Hiring policies and practices prevent hiring those with criminal convictions or arrest records. Hiring systems make it difficult for certain applicants, youth, employees with a less traditional background and people of color to access employment. Employers typically hire based on education and experience rather than competencies, resulting in the skipping over of capable workers.

Employment policies and practices do not encourage sustained employment. Employers frequently hire for part-time, temporary or contracted employment rather than permanent full-time, which leads to lower wages, fewer benefits and greater risk for the employees. When sick leave and health insurance are not offered and there is uncertainty about work hours, this decreases the likelihood of retaining qualified workers.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

The City of Battle Creek is home to numerous higher education institutions featuring Kellogg Community College and Miller College. Spring Arbor University, Sienna Heights, Davenport University and Western Michigan University all have Battle Creek satellite locations. Kellogg Community College runs the Regional Manufacturing Technology Center (RMTC), an innovative, community-driven training facility in the Fort Custer Industrial Park. The facility is home to KCC's Industrial Trades and Workforce Solutions. Training programs are designed to meet the employee training needs of area business and industry. The innovative approach to training enables the RMTC to respond to training needs quickly and efficiently. Training is available to individuals on a walk-in basis or can be scheduled to meet production and service

schedules and may be provided either at the worksite, at the RMTC or at any location in the community. RMTC prepares individuals for employment by providing certification-based training focused on developing the workplace and technical competencies required for entry-level positions.

Michigan Works is the state-sponsored unemployment office and runs a one-stop service center with job training and placement services. KCC and Michigan Works! host Ready Work events to educate businesses and workforce development programs about hiring individuals with criminal backgrounds.

The W.K. Kellogg Foundation has funded a community collaborative led by Goodwill Industries, called the EDGE program, where participants learn both soft and technical skills, linked directly to employers who hire participants after the program. This program has been serving 30 learners at a time, graduates an average of 90 people per year and offers job coaching to help with retention for the first year of employment. During the consultations it was reported that a large number of EDGE program participants struggle with housing instability.

Goodwill offers job development, training, occupational therapy and support to people with disabilities and youth programs to help people obtain and retain employment.

While HUD funds are not used to directly support economic development, the City of Battle Creek is a full partner in Battle Creek Unlimited and the BC Vision efforts to expand economic opportunities in the region.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

No

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

To the best of Community Development's knowledge, Battle Creek is not currently participating in a Comprehensive Economic Development Strategy. As described above, Battle Creek is currently developing an economic development strategy through the BC Vision process.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

Households with multiple housing problems are concentrated in portions of the Urbandale, Fremont/McKinley, North Central, Post/Franklin, and Wilson/Coburn neighborhoods. These neighborhoods are comprised of older housing stock and are all adjacent to the major corridors leading into downtown. A concentration is when households in a neighborhood are more likely to have multiple

housing problems when compared to the City as a whole and has a greater risk of decline. Risk of decline scores are based on age of housing, bank and tax foreclosures, vacant properties, and Code Compliance violations.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

Figure 14 is a map that illustrates Battle Creek's population distribution by race and ethnicity.

There is a relationship between low- and moderate-income areas (LMI Areas) and neighborhoods that are at a high- or medium-risk of deterioration; however the boundaries are not coterminous. Of the 23 high/medium-risk census block groups, 15 of them are LMI areas. Only five LMI census block groups are considered at no or low risk of deterioration. Note that local CDBG target areas are comprised of neighborhoods that meet the standard of high/medium-risk and have LMI area status.

Racial and ethnic minorities are considered concentrated when their population numbers represents more than twice their portion of the city-wide population. A concentration of low-income households is when more than 51% of the population of a geographic area is made up of low- and moderate-income households.

What are the characteristics of the market in these areas/neighborhoods?

Local CDBG target areas faced significant challenges in 2013, the most recent year with complete data for analysis. Between 10% and 20% of properties in these areas were cited for junk and trash code violations. In most of the target areas between 6% and 9% of properties were cited for housing code violations, however in the Post/Franklin neighborhood percentages were as high as 23%. In all the target revitalization areas the average tax foreclosure rate was 1.8% and the average mortgage foreclosure rate was 1.3%. In one-third of the target neighborhoods there were no property sales over \$20,000 in 2013. The average sales price for residential properties was \$23,000. Lastly, 4.2% of all properties in these neighborhoods are registered as vacant and abandoned with the City.

Are there any community assets in these areas/neighborhoods?

Despite challenges, Battle Creek displays a number of strengths. Many neighborhoods are close to downtown or a major thoroughfare into downtown, and have a short walk to downtown and the Linear Park Trail.

Downtown Battle Creek is home to numerous educational, arts, and cultural institutions. Kellogg Community College and Robert B. Miller College are located north of the Target Market Study Area; Spring Arbor University, Davenport University, and Western Michigan University all have Battle Creek locations. The Battle Creek Symphony Orchestra performs at the W.K. Kellogg Auditorium in Downtown Battle Creek, and the Brass Band of Battle Creek plays two annual concerts in the city, which are regularly sold out. Downtown features a number of yearly festivals include a Holiday light show and the Cereal City Festival. Every year for the Fourth of July, the airport host an airshow and balloon festival.

Downtown Battle Creek is the site of several civic buildings, including City Hall and the Calhoun County Circuit Court, the U.S. Post Office, and the Hart-Dole-Inouye Federal Center. Downtown also includes the world headquarters of The Kellogg Company, the Kellogg Foundation, the W.K. Kellogg Institute, churches, banks, several eating and drinking establishments, ranging from fast food franchises to fine dining, the Battle Creek Farmers Market, the McCamly Plaza Hotel and Baymont Hotel and Suites, the Full Blast Family Recreation Center, the Willard Public Library, the Battle Creek Math and Science Center, and the Battle Creek Family YMCA. Horrock's Farm Market, located just outside downtown, is a highly-regarded family-owned specialty grocery store and florist.

Downtown Battle Creek is also a transit hub. Amtrak Blue Water and Wolverine passenger trains stop at the newly-remodeled intermodal transit center. The Blue Water line runs between Port Huron, Michigan and Chicago, Illinois, and the Wolverine provides three daily round trips between Pontiac and Chicago. Greyhound and intercity bus service is available at the transit center. Battle Creek Transit has eight routes that provide bus service daily except for Sunday and its transportation center is located adjacent to the train station. A one-way adult fare is \$1.25, although several value cards and passes are also available. Battle Creek Transit also runs Tele-Transit, a weekday door-to-door service for seniors, the disabled, and workers going to their places of employment.

The Battle Creek Linear Park Trail, which runs through downtown as well as most of the targeted neighborhoods, encompasses more than 26 miles of paved paths in and around the city. The trail has four distinct loops and runs along the Kalamazoo River for several miles. The trail also passes through the Leila Arboretum, 85 acres of gardens and sculptures located off Michigan Avenue. In addition to the greenhouse and the Fragrant Hill Pavilion, the Arboretum includes a one-mile walking trail, a Children's Garden, and the Peace Labyrinth. The Kingman Museum, a natural history museum and planetarium, is also located on the grounds of the Arboretum. Although not physically located in Battle Creek, the Binder Park Zoo is a small zoo that serves as a regional attraction.

Are there other strategic opportunities in any of these areas?

The opportunities to improve the quality of life in these areas are numerous and include some of the following examples:

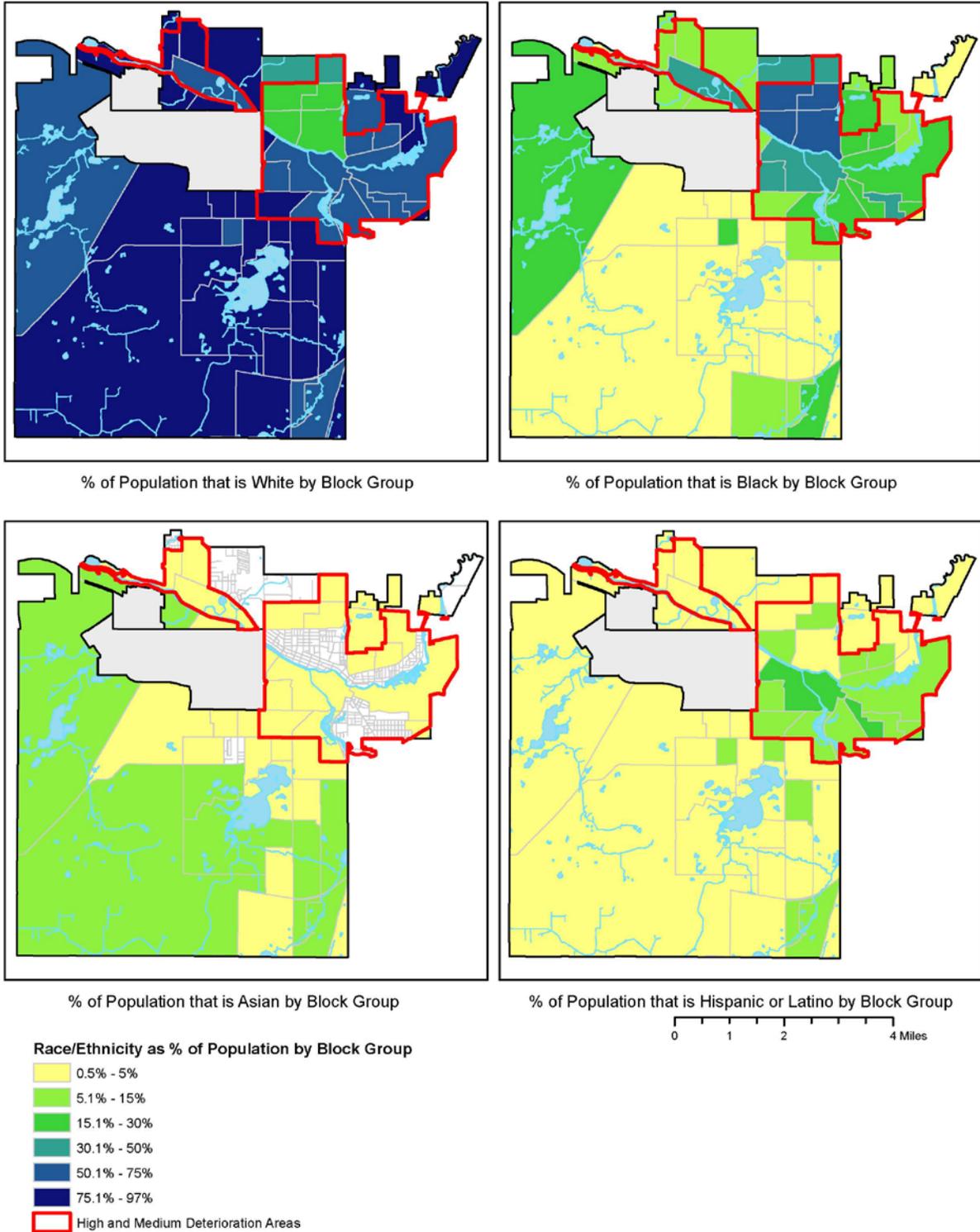
- BC Vision, a major community economic development initiative championed by The Kellogg Company, the W.K. Kellogg Foundation, the City, local school districts, and a broad cross section of local employers, organizations, and foundations launched in 2014 with the goal of increasing jobs, improving worker readiness, and creating a culture of vitality in Battle Creek. Analysis and goals from the first year have been incorporated into this plan, but the BC Vision Community Economic Development Plan will not be created until later in 2015. Future action plans and progress reports will be incorporated into the Consolidated Plan process and will report on the progress of the BC Vision process.
- A 2015 Target Market Analysis determined that between 375 and 455 new rental and for-sale dwelling units could be constructed, or created through adaptive re-use of existing buildings,

and absorbed in the downtown and adjacent neighborhoods over the next five years. This represents a much needed opportunity to diversify incomes, improve housing stock, and increase density in these areas.

- Improving neighborhood conditions in these areas is a priority and a challenge that requires more investment than any public funding source can provide. The strategic opportunity lies in finding new ways to encourage private investment either through incentives like matching rehab funds; setting a new standard by working with resident groups to establish a vision for their neighborhood; or by increasing property owner accountability to invest in their own properties when they deteriorate through the use of targeted code enforcement.
- Vacancy and abandonment are a problem in these areas, but the effects can be mitigated with a rapid code response, and creative reuse strategies to get properties back into productive use.
- Helping those working on a second chance through a local program (job training, substance abuse recovery, escaping homelessness, etc.) to access housing through the use of Tenant-Based Rental Assistance (TBRA). The key is ensuring that housing insecurity does not prohibit individuals getting the help they need. The expectation is that this will help other organizations improve their program outcomes.
- Helping people sustain themselves in their current housing by helping them with repairs and home modifications, especially seniors and the disabled.
- Ensuring that when we assist seniors with homeowner repairs that we are working with partner service providers to make sure all their needs are being met and that they are able to sustain themselves in the housing.

Figure 14: Race/Ethnicity Concentration by Neighborhood

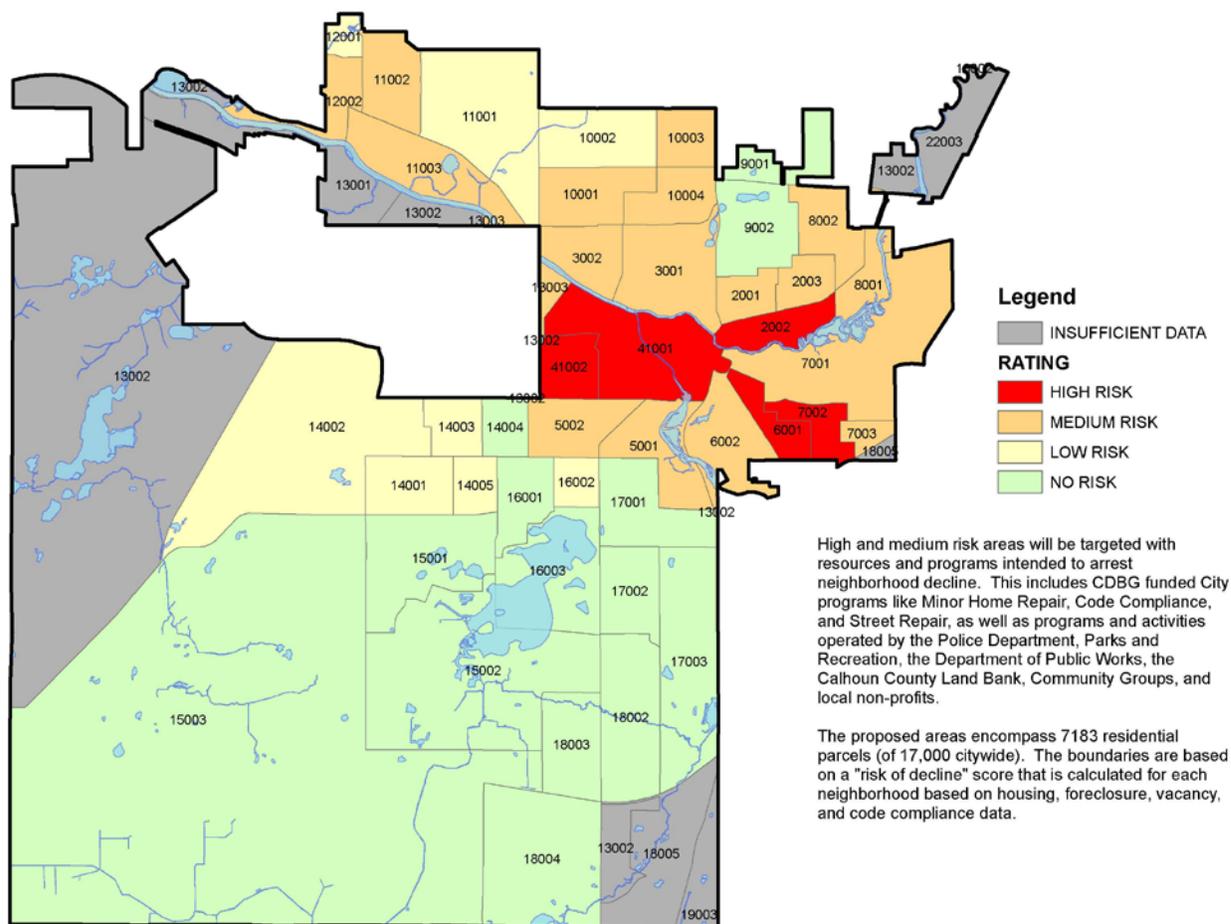
Population by Race and Ethnicity (2010 Census) and High/Medium Deterioration Areas



Most racial and ethnic minorities are concentrated in the neighborhoods near the downtown. African Americans are most concentrated in the census block groups that make up the North Central neighborhood, making up 18% of the Battle Creek population, but between 50% and 75% of the population in these block groups. Hispanic and Latino households are most concentrated in the census block groups within the Wilson/Coburn and Post/Franklin neighborhoods, making up 7% of the Battle Creek population, but between 13% and 18% of these neighborhoods.

Figure 15: High and Medium Risk of Decline Areas

2014 Community Development Target Area Metrics: Risk of Decline Rating



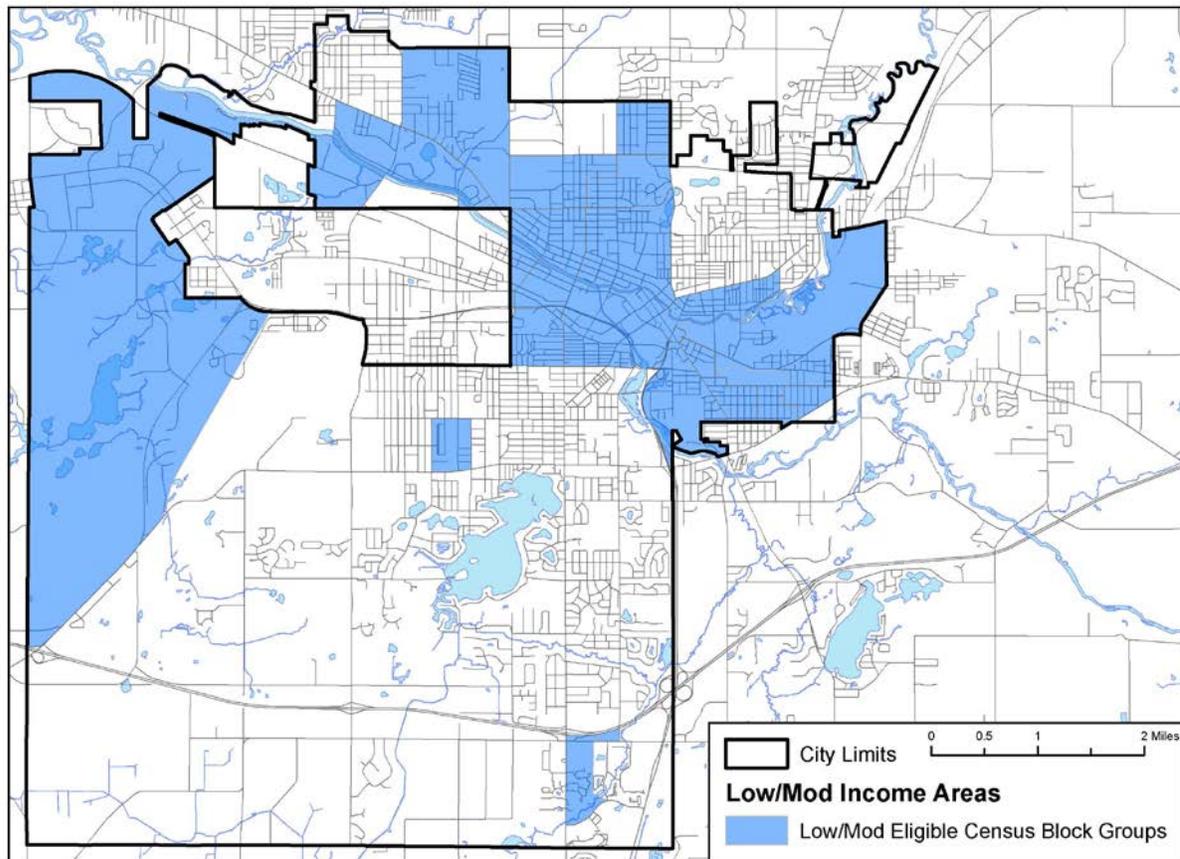
Areas at Risk of Decline

The City has developed a risk of deterioration metric that incorporates eight neighborhood health variables related to property conditions, foreclosures, vacancy/abandonment, and home sales. This metric is valuable for determining where neighborhoods are deteriorating and where further decline is

likely to occur. Neighborhoods are evaluated at the census block group level and for each variable receive a rating of "no risk," "low risk," "medium risk," or "high risk." "Medium" and "high" risk ratings for a particular variable contribute points to a neighborhood risk score. This risk score ranges from 0, indicating no risk in any category, to 16, indicating a neighborhood with significant challenges across all variables. Neighborhoods that score between 4 and 10 are considered to be at medium risk of deterioration; those between 11 and 16 are considered high risk.

Medium- and high-risk determinations are used to create local CDBG target areas within the neighborhoods mentioned above. These areas are targeted with resources and programs (including CDBG and HOME funds) intended to improve housing conditions and arrest neighborhood decline.

Figure 16: Low/Mod Income Eligible Areas



Low/Mod Eligible Census Block Groups for CDBG and HOME (Effective June 11, 2014)

Strategic Plan

SP-05 Strategic Plan Overview

For the 2015-2019 Consolidated Plan citizen engagement process, the City of Battle Creek conducted 50 consultations with community leaders, distributed a survey to the community (1,179 responses), and held 10 public meetings to gather public input. Past program experience, the needs assessment, market analysis and data collected from the 2014 public engagement process contributed to the development of this strategy. The learning process is ongoing, this section presents strategies to address community problems and the conditions causing the problems.

The overall local priorities are:

- 1) Encourage vibrant neighborhoods and support a well-functioning private housing market;
- 2) Promote vibrancy downtown and along major corridors;
- 3) Increase resident and community engagement;
- 4) Support efforts to expand employment and workforce development.

Local priority 1: Encourage Vibrant Neighborhoods and Support the Housing Market

1A) Properties with trash and blight contribute to poor neighborhood living conditions.

Code Compliance officials work in neighborhoods to help property owners bring their property into compliance with the City's Housing Code. In order to do this, Code addresses inoperable vehicles, junk and trash in yards, exterior housing violations, interior housing violations on rental property, and rental inspections. By addressing these issues, code enforcement assists in making the city's neighborhoods stronger and more attractive places to live.

1A-1) Neighborhood residents are concerned that too many people cannot or will not maintain their homes.

Strategy: Engage residents around neighborhood conditions and use Code Compliance as a tool for enforcement of neighborhood standards; use minor home repair to assist those unable to afford repairs to their property.

- Create more opportunities for community conversations about neighborhood conditions.
- Build capacity and provide technical assistance to Neighborhood Planning Councils and other community groups to establish and reinforce neighborhood norms and create neighborhood plans. Apply for grants to fund place-making activities. (Possible CDBG funding)

- Fund code enforcement in low and moderate income areas to increase compliance and hold property owners accountable for exterior appearance. (CDBG funding)
- Fund a minor home repair, housing rehabilitation program to help homeowners who cannot afford to maintain their property or to fix items required by a Code Compliance order to repair. (CDBG funding)
- Fund Homeowner Rehab to help low and moderate income homeowners make extensive repairs when needed. Partner City funded Homeowner Rehabilitation with Code Compliance efforts through referrals from the Minor Home Repair program. (HOME funding)

1A-2) City has limited tools to hold property owners accountable to make repairs

Strategy: Strategize efforts for Code Compliance to achieve the greatest impact.

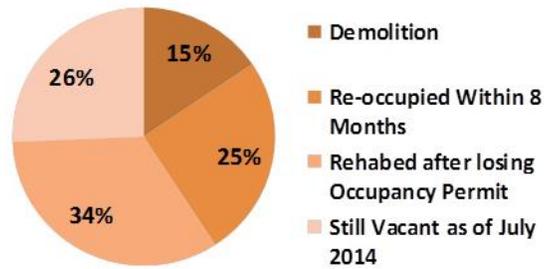
- Have code officers partner with community groups to address problem properties/areas. (CDBG funding)
- Establish code priorities, improve tools, and increase property owner accountability for costs. (CDBG funding)
- Identify repeat offenders and target intervention to determine who is not able to maintain property due to age, disability, or low-incomes, and others who will not maintain their homes.
- Restructure fees and put liens on assets of absent owners of vacant property and problem rental property to have the private market bear the costs of neglected property instead of the public sector.

1B) Large numbers of vacant properties lower property values and make people feel unsafe.

According to the 2010 U.S. Census, Battle Creek has 3,159 vacant residential properties. As of September 2014, 802 vacant and abandoned buildings were registered with the City of Battle Creek, including 191 dangerous buildings that have met the City's standard for demolition. Buildings can be vacant without being registered with the City. Most vacant buildings are returned to productive use by the private market within eight months.

The City defines a vacant building as a residential building, including accessory buildings, that has been vacant for at least 28 days and has been fire damaged, is unsecured or boarded up, has disconnected utilities, has unpaid taxes for more than a year, and/or has violations to the City Housing Code or the State Construction Code.

Figure 17: Outcomes of Vacant Buildings, 2008-2013



1B-1) Hundreds of vacant properties are too costly to redevelop and need to be torn down.

Many vacant buildings are either extremely blighted or have some other deficiency that makes them obsolete. The amount of money needed to bring a vacant building up to local code is often too high and the housing market in many neighborhoods is not healthy enough to attract adequate private investment to rehab these properties so demolition is often the best and most affordable use. Since 2008, 15% of all vacant buildings registered by the City have been demolished and another 59% have been put back into productive use. The longer a property sits vacant, the more likely it is to deteriorate and be vandalized.

Strategy: Increase resources for blight removal and develop strategies that slow the deterioration of vacant properties, preserving them for future redevelopment.

- Increase funding for demolition of high-impact properties. (CDBG funding)
- Continue to work with the Calhoun County Land Bank to preserve select vacant housing off the tax rolls until the economy improves enough to restore private market incentives to vacant buildings.
- Develop a rapid response mechanism to identify vacant properties and return them to productive use within six months.
- Work with nonprofit community groups to clean up vacant property and rehabilitate vacant buildings, for example, Habitat for Humanity’s spring break volunteer beautification program. (Possible CDBG funding)
- Create a Vacant Building Task Force with the City and the County working together to improve the housing market.
- Adopt the International Property Maintenance Code as a City ordinance to address vacant commercial structures.

- Develop a strategy in partnership with insurance agencies that reduces the number of publicly subsidized demolitions of fire damaged homes due to lack of insurance. Create a public service campaign to encourage homeowners to have home insurance. (Possible CDBG Funding)
- Work with the Realtors Association and individual real estate agents to see the City Inspections as a partner in property transactions.



Examples of the over 800 residential properties on the City's registry of vacant and abandoned buildings.

1B-2) Some vacant properties are worth saving, but require investment before housing people again.

Many in the public do not want to demolish vacant housing - despite the economic reality of it costing too much to bring much of vacant housing back into safe, productive use. People see others with housing needs and want vacant homes to be treated as an asset, not a liability.

Current inspection processes ensure that blighted, unsafe properties are not being used as housing, but in some instances this may be a barrier to redevelopment. Some community organizations have experimented with low-cost rehab models, but many have significant drawbacks and the most successful programs do not scale with the size of the problem. Substantial rehabilitation programs that use large subsidies, such as the federal Neighborhood Stabilization Program, may have been successful in raising property values, but are too costly to be feasible on a large scale.

Strategy: Create incentives to get vacant properties back into productive use.

- Fund complete rehabilitations of vacant homes when cost effective. (HOME funded)
- Fund rental rehabilitation of vacant rental property when cost effective. (HOME funded)
- Change fee structure for vacant and abandoned buildings, increase fees each year the property remains vacant. Create levels of inspection that are more stringent the longer a property is vacant.

- Aggressively put liens on the assets of vacant property owners to ensure owners pay the holding costs of property, not the tax payers.
- Support the Land Bank's side lot program, Clean & Green.
- Start an urban homesteading program. (Possible CDBG funding)
- Involve residents in planning around blighted and vacant properties. Develop a plan for vacant parcels once demolished, so residents can see and appreciate the future use.
- Include some basic landscaping dollars in demolition projects (split rail, extra trimming, plantings, etc.).

1C) Many low-income households are unable to afford quality housing.

Many low-income families and individuals are unable to access affordable, quality housing including homeowners who cannot afford to maintain their houses. There are too few low-cost housing units in good repair to meet the housing needs of low-income families and individuals. Some people are not financially able to maintain their homes. 21.5% of Battle Creek's population is in poverty. 3,470 of Battle Creek's housing units are occupied by low- and moderate-income households that are severe housing cost burdened, meaning that they pay over half of their income for housing.

1C-1) There is an inadequate supply of decent rental housing located in safe neighborhoods and offered at an affordable rate. This is a problem that affects all low-income households, but can be most acute for elderly and disabled householders. The most affordable housing is often housing of last resort, properties with structural and safety problems, with landlords who do not register their rentals with the City or invest in their property. This housing is concentrated in Post/Franklin, North Central, Fremont/McKinley, and Wilson/Coburn neighborhoods. These units often cost more to maintain, are not energy efficient, and have marketability deficiencies (no garage, main floor bath, modern layout, etc.).

Strategy: Increase the number and quality of affordable housing units.

- Develop partnerships with developers, banks, nonprofit organizations and MSHDA to create new units of affordable housing. (Possible HOME & CDBG funding)
- Develop a Tenant-Based Rental Assistance Program to provide security deposits and first month's rent and utility deposits for low-income families and individuals who are leaving homelessness or domestic violence situations or who are part of a job training program. (HOME funding)
- Include energy efficiency in rehabilitation standards and partner rehabilitation projects with weatherization funds. Weatherization of a home costs an average of \$6,500 per house. (HOME funding)

1C-2) Help people sustain their housing.

Work to keep people in their housing, especially the elderly and disabled. Foreclosures, severe housing cost burden, inability to do or afford repairs due to income, age, or disability are some of the factors that lead people to abandon owner-occupied housing. Sometimes the hardship has existed for a long time and serious property deficiencies have gone unaddressed, increasing the likelihood that the property will become a vacant building.

Seniors make up 36% of all low- and moderate-income households, but just 20% of severely housing cost burdened households. 71% of elderly householders in Battle Creek are homeowners. Seniors tend to have lower housing costs as the result of paid-off mortgages, but due to less flexible incomes and/or inability to maintain homes, major housing repairs can create a crisis. Some seniors are unable to sustain themselves in a home but are reluctant to consider or are uninformed about alternatives or need assistance accessing them. In situations in which a property owner is elderly, or does not have the financial resources to make repairs, the Code Compliance official will work with the individual to help him or her access assistance.

Strategy: Develop strategies that keep tipping-point properties occupied so they don't become vacant and weather/deteriorate as rapidly.

- Fund the Minor Home Repair program to help people be able to afford to make necessary repairs for maintaining health and safety. (CDBG funding)
- Work with Legal Services and other nonprofit partners on foreclosure abatement and emergency assistance to prevent homelessness and family dislocation.
- Create a partnership between the City's Minor Home Repair; the Area Agency on Aging; Senior Millage; Community Action and Habitat for Humanity to optimize resources for older citizens and creatively help seniors age in place. (CDBG funding)
- Use Tenant-Based Rental Assistance to help seniors move into more sustainable housing. (Possible HOME funding)

1C-3) Housing eligibility policies create barriers to access.

Barriers to housing include poor credit histories, bad rental references and/or felony convictions. Homeless people especially have these problems. Accessing quality housing in a safe neighborhood often requires good credit, positive past landlord references, and first month's rent and security deposit. Policies need to be developed to help people who have felony convictions and driver responsibility fines be able to obtain employment and housing.

Strategy: Work with the Homeless Coalition and rental property owners to create supportive service programs that would provide resources for landlords to take greater risks when accepting tenants.

- Create partnerships between service providers and property owners.
- Improve communication with landlords.

1C-4) Unchecked predatory selling practices.

Too many people are purchasing low-quality housing on land contracts without buyer protections. Too often sellers do not disclose major deficiencies. Investors purchase these properties in bulk and/or cheaply at auction, and sell them on land contract as a quick way to generate revenue with little or no investment. Low-income buyers do not have a lot of other options, so they may be more willing to accept less favorable terms or a property in substandard condition, or are simply uneducated about the process.

Strategy: Create greater accountability around land contract abuses.

- Enforce the City requirement that an affidavit must be filed by the seller, disclosing to the buyer all outstanding violations on a property, and take enforcement actions against owners who enter into land contracts for properties with known housing code violations.
- Create a public education campaign with community groups to educate about the abuses of land contracts and other housing policy. (Possible CDBG funding)

1D) In some neighborhoods, too many rentals are not maintained, which leads to blight.

Of the 900 open responses to the CD survey, the fifth ranked, or 7% of the total responses, had concerns about rental housing. From July 2013 to June 2014, the City identified 586 unregistered rental properties, an increase of 348 from the previous fiscal year. 39% of the City's housing is rental and 61% is owner-occupied. A weak market means a limited return for land owners on investments in their property. This can lead to a further decline in neighborhood conditions, creating a cycle of disinvestment.

Too many tenants do not think of rental property as their own, they are disconnected from pride of ownership, and allow junk to accumulate or do not take care of the property properly. Over time this forces the property owners to either allow the property to deteriorate or adopt stricter tenant selection standards in order to stay profitable.

Some residents feel that rental properties do not get enough attention from Code Compliance, but the decision of whether code should prioritize rental over homeowner violations has historically hinged on the political influence of rental property owners, rather than evidence of the impact of rental properties on neighborhood conditions. The City treats all properties the same when doing proactive code

enforcement, but operates a rental registration program that requires all rentals to have at least one additional inspection every three or six years, depending on the receipt of complaints and past performance.

Some rentals go unregistered because the landlords are either uneducated about their responsibilities or have adopted a business model that relies on exploitation and avoidance.

Some landlords see distressed housing as disposable. Landlords purchase housing in bad condition at auction, then offer it for rent, hoping to make money off it without making needed repairs. When the City cites property owners for the \$500 fee for not registering rentals, they just walk away from the property, letting it add to the inventory of vacant buildings. They do not register properties because it triggers an interior inspection, which leads to greater costs and repair. Some property owners have not educated themselves about their responsibilities as property owners; these are usually individuals with just a few properties.

Strategy: Strengthen rental registration and use data to improve neighborhood conditions by increasing the number of registered rentals.

- Continue rental registration, particularly focused on blighted areas to ensure that problems with rental properties are identified and addressed early. (CDBG funded)
- Work with community groups to increase registration of rentals and endorse a policy that housing and/or utility assistance can only be provided for a registered rental. (CDBG funded)
- Develop more tools to identify unregistered properties, educate prospective landlords, and disrupt or eliminate practices that lead to exploitation and avoidance. Continue to use data to aggressively find unregistered rentals. (CDBG funded)
- Create greater accountability for people who purchase properties from the County Land Bank, possibly create a barred list of people who cannot purchase more properties based on the outcomes of previously purchased property. Continue to coordinate with the Land Bank regarding Code Compliance outcomes for prospective buyers.



1E) Housing in Battle Creek is segregated by race.

Battle Creek's neighborhoods exhibit a highly segregated racial composition with dual housing markets, one for Caucasians and a separate one for African Americans. In 2010, African Americans made up 18.2% of Battle Creek's population, but less than 5% of the population in 16 of the 18 predominantly white census block groups south of Territorial Road. There are four census block groups, located in the North Central Neighborhood Planning Council, where African Americans make up 63% or more of the population.

There is evidence that this is slowly changing, but the persistent inability of African Americans to access some neighborhoods suggests a lack of accountability to fair housing principles among housing professionals. The 2013 Impediments to Fair Housing Study documented a disproportionate representation of white prospective buyers in real estate ads. Comparisons between population data and realtors listed with the Battle Creek Area Association of Realtors reveals that a highly disproportionate number of realtors are white. This is also true of the City's Housing Board of Appeals and Planning Commission.

Strategy: Work to further fair housing and expand housing choice.

- Continue to work with the Fair Housing Center to further fair housing to conduct systemic investigations, testing and education. (CDBG funding)
- Use the rental registration process to educate about protected classes. (CDBG funded)
- Evaluate gaps in the housing market and review zoning ordinances to determine potential regulatory barriers and implement changes.

- Work with local realtors, rental management companies, and landlords to get them to include people of all races/ethnicities in their advertising. As terms expire, City Commission should select new members of boards that are more balanced by gender, race, ethnicity, and geography.
- Develop a longer-term strategy for cultivating new board and commission appointees including new partnerships and training opportunities.
- Work with the Battle Creek Area Association of Realtors to encourage higher minority participation in the Battle Creek real estate market.



Downtown planters

Local Priority 2: Promote Vibrancy Downtown and along Major Corridors

2A) Many downtown residential spaces are not filled.

There are barriers to residential development downtown.

While there is interest in creating downtown residential spaces, very few projects have been completed due to concerns about demand, the age/condition of buildings, cost to rehab, and accessibility/code requirements.

Strategy: Promote downtown housing.

- Develop a strategy and define roles for organizations.

- Downtown Development Partnership will help owners apply for grant funding from the Michigan Economic Development Corporation for Community Revitalization Program funding to help fund rental housing development downtown. (Possible CDBG or HOME funding)
- Support the renovation of Heritage Tower into rental housing by the 616 Development Corp.
- Fund marketing studies to support new downtown development. (CDBG funding)
- Community Development will explore options for using federal dollars to support development of downtown residential spaces. The City will start to partner Minor Home Repair with HOME funded Homeowner Rehabilitation to allow CDBG funds to be used for Rental Rehabilitation of downtown residential space. (HOME & CDBG funding)

2B) Need to increase vibrancy and amenities downtown.

Some residents feel a "lack of a sense of place" in downtown and business corridors and desire more affordable activities for children and families.

The Downtown Transformation Initiative, announced in 2008 with an \$8 million investment in a renovated streetscape, was completed in spring 2014. The next phase is the redesign of Festival Market Square by the City for spring 2015.

Strategy: Create more events and activity downtown.

- Invest in place making - rethink how our public spaces are used. Partner with local schools to create more family/community events/activities.
- Encourage stores/restaurants to stay open later, coordinate with events at Kellogg Arena for parking and dining.
- Continue to develop downtown events.

2C) Infrastructure does not promote walkability, connectivity and safety.

Infrastructure improvements are needed to strengthen neighborhoods.

Sidewalks and bike paths are needed to make many areas more walkable and safer, especially on the south side of Battle Creek. In many neighborhoods, there is limited walkability to downtown/commercial roads. Existing sidewalks are already repaired with street improvements. The City requires new developments to include sidewalks.

In the 2015 Community Development survey, street improvements were the second highest need overall, and ranked as a top-five service need among almost all demographic groups, including low/moderate income individuals (57%) and respondents living in low/moderate income areas

(56%). Public infrastructure was ranked seventh as a neighborhood concern with 7% of the 900 responses.

Strategy: Work to create a more walkable City.

- Repair sidewalks and street infrastructure as part of a larger neighborhood revitalization strategy. For 2015, two streets in low-income areas will be resurfaced. Steedorf Street is located in the North Central (Washington Heights) neighborhood (NPC #2) and Byron Street is located in the Fremont/McKinley neighborhood (NPC #4). (CDBG funding)
- City Engineering to update the 2006 non-motorized transportation plan and include prioritized projects in the annual Capital Improvement Plan.
- Work with the Department of Public Works to develop a long-term plan for new sidewalks that create walkable neighborhoods.

2D) Weeds and trash along major roads into Battle Creek create a negative impression.

Poor maintenance of M-66.

Sojourner Truth Downtown Parkway, also known as the Penetrator, is a three-mile, north-south freeway that connects downtown Battle Creek with I-94 and the busy commercial district along Beckley Road. Cleaning up trash and mowing/landscaping the median and keeping weeds out of the shoulder area was a strongly-felt need in the Community Development public meetings with south side NPC groups.

Strategy: Improve the appearance of M-66.

- Currently MDOT contracts with the County to provide maintenance, explore the City taking over these contracts, starting with Dickman Road and M-66.
- Explore the Adopt-a-Highway Program to increase frequency of clean ups.
- Evaluate using a work detail by the Michigan Prison Re-entry Program.
- Consider landscaping the median or making road improvements to reduce the area that weeds can grow.



Consolidated Plan Public Forum

Local Priority 3: Increase Resident and Community Engagement

3A) Lack of communication and trust between the City and the community

The City has a history of being perceived as inwardly focused and not communicating well, both internally and with the community.

Strategy: Improve communications with the community.

- Hold community conversations with the community. The City Manager's office hired a Communications Specialist to improve communication with the community. The City and several departments are regularly using social media to communicate with the public. The City has partnered with the Beacon Community effort through the United Way, Project 20/20 and BC Pulse to hold Community Conversations, starting with the City Manager hiring process in the spring of 2014, the Consolidated Planning process in the fall of 2014 and discussing customer service in Building Inspections in the winter of 2015.
- Increase collaboration between the City and outside organizations to understand available resources, share data and leverage impact.
- Work with the Battle Creek Homeless Coalition to improve their effectiveness, working together on collaborative projects to support affordable housing and improved outcomes for homeless

people. Work to improve implementation of the Homeless Management Information System (HMIS). (CDBG funded)

- Commit to sharing data on a larger platform.
- Ask other programs to start thinking about the relevance of geography and place in their program design and evaluation.

3B) People are concerned about customer service from Code Compliance and Inspections.

Code enforcement involves holding people accountable, which is not always received well. Orders to repair cost people money, which makes them unhappy and prone to complain about the process. Different neighborhoods have varying tolerance levels and norms for things like fixing cars in front of houses--some neighborhoods consider the City's standard unreasonable. Some residents are ideologically opposed to any government standard being imposed. Letters have to have the penalties listed for not complying with the order to repair, but people can find them unclear, vague, intimidating, and/or confusing.

Strategy: Improve customer service.

- Educate the public on the Code Compliance process and rental registration, and the important role they plays in arresting decline in low- and moderate-income neighborhoods. (CDBG funded)
- Customer service training initiative with staff offering information on time frames.
- Implement the Limited English Proficiency work group recommendations. Translate code and rehab brochures into Spanish and Burmese. Advertise and/or have articles in the Spanish language newspaper. (CDBG funded)
- Quality control measures: Have managers make follow-up calls to check on satisfaction of interaction/additional questions, and/or a secret shopper program.
- Improve the writing of code compliance letters to make them more reader friendly.

3C) Residents do not know each other or engage in neighborhood activities.

In too many neighborhoods, residents do not know each other or engage in neighborhood activities together.

This is a problem because it leads to a weakening of neighborhood norms, problem behaviors or situations going unchallenged, and/or an over-reliance on others to maintain order.

Neighborhood Planning Councils (NPCs) are not as utilized nor as effective as people would like them to be.

There is a perception that some NPCs need new, improved, or more consistent leadership. Some NPCs have low levels of participation, and participants are not always representative of the neighborhood. There is a concern about what role the City would like these groups to play. There are questions about how City staff provides service to these groups, especially regarding attendance and follow-up on issues important to the group.

Strategy: Strengthen neighborhood leadership, participation and communication.

- Provide support to Neighborhood Planning Councils. (Possible CDBG funding)
- Strengthen the partnership between the Police Department and Code Compliance.

3D) Not all people have a voice in decision making.

Persons with disabilities often do not have a voice at the table because of age, isolation or spectrum of disability. This can be true for other minority demographic groups as well.

Strategy: Be more intentional about outreach to people with disabilities.

- Organize a meeting with the disabled community about increasing involvement.
- Have handicapped bathrooms (porta potties) at public events.
- Create opportunities for disabled residents to participate. Go to them and meet with their caregivers/providers. Use Tele-Transit to schedule transportation to public meetings.



Local Priority 4: Support Efforts to Expand Employment and Workforce Development

4A) There is a need for more employment opportunities that pay a living wage and are accessible to all people willing and able to work.

Strategy: BC Vision Community Economic Development Plan

- The City will work closely with the Kellogg Foundation and The Kellogg Company on the BC Vision effort to expand economic development, increase talent development, and improve our culture of vitality.
- Promote the use of grants and scholarships for college attendance and vocational training. People are missing opportunities for further education at Miller College and Kellogg Community College with Pell grants and the Legacy Scholars Program.

4B) Transportation needed to access Fort Custer jobs.

Low-income people need transportation to employment in the Fort Custer Industrial Park and other locations. There is a need for expanded hours and routes for public transit but expanding routes citywide is cost prohibitive. Most new jobs in the community are for second and third shifts at Fort Custer. Taxis are too expensive, dial-a-ride takes too long.

Strategy: Develop transportation alternatives.

- Support community efforts to establish a faith-based transportation initiative. In October 2014, JONAH and The Coordinating Council's Adult Outcomes Group organized a van pool project with churches and nonprofits called BC Rides.
- Have the City Transit develop a plan to address transportation needs to Fort Custer.

SP-10 Geographic Priorities – 91.215 (a)(1)

Table 45 - Geographic Priority Areas

1 Area Name:	Post/Franklin Revitalization Area
Area Type:	Local Target area
% of Low/ Mod:	
Revitalization Type:	Housing
Identify the neighborhood boundaries for this target area.	The Post/Franklin Revitalization Area encompasses the entire Neighborhood Planning Council of the same name. It is located immediately east of the Central Business District, south of the Battle Creek River. Centered on the Post Foods factory, the neighborhood was originally developed as housing for workers in the factory.
Include specific housing and commercial characteristics of this target area.	<p>A windshield survey of neighborhood property conditions conducted in 2014 by Neighborhoods Inc. of Battle Creek rated just 35% of properties as being in good condition. 54% were in need of minor repairs and another 11% were in need of one or more major repairs.</p> <p>There are five census block groups in this target area, two of which are rated as high risk for deterioration in 2014 using the City’s neighborhood health metrics. The other three were rated as medium risk. Average home sale values ranged from \$31,569 on the eastern end of the neighborhood near Academy and Caine streets (Block Group 7003), to \$7,190 in the Franklin neighborhood west of Main Street (Block Group 6002). Four of the five block groups did not have more than two home sales over \$20,000. Rates of junk and trash complaints and housing code violations were some of the highest in the City—in some cases reaching upwards of 20% of all improved parcels.</p>
How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	The City of Battle Creek conducted a survey distributed online and via water bills and received 1,179 responses, 80 from this target area. A public meeting was held to discuss neighborhood priorities at the Post/Franklin NPC, a resident council made up of residents or stakeholders from the neighborhood.

Identify the needs in this target area.

In the survey, the fourth-highest predictor of whether a respondent would identify a need as “high” was if they lived in the Post/Franklin neighborhood, so in general, needs are greater in Post/Franklin than in other neighborhoods. Respondents from Post/Franklin indicated help with home maintenance was the greatest priority, with 74% of respondents rating it as a high need. Weatherization improvements and the demolition of vacant buildings were rated as high needs 69% of the time. Job opportunities and youth services were also rated as top needs.

What are the opportunities for improvement in this target area?

One of the opportunities for improvement in this neighborhood is derived from a neighborhood strength—the number of resident and community organizations that are focused on meeting the needs of neighborhood families. There are a number of resident-led groups in the area including the Post/Franklin Neighborhood Planning Council, the Post/Franklin Neighbors Creating Change, and the Kingman Neighborhood Association. The latter no longer convenes formally, but residents in the area maintain relationships that are effective in perpetuating the positive norms that set it apart from other parts of the neighborhood in the past. This target area is also home to the Women's Co-op, Mike's Place, Trinity Lutheran Church, and Community Action. These groups represent a potential for collaboration that is not present in some of the other target areas. Some of the efforts that capitalize on this potential include:

- Community Action continues to work with residents in the neighborhood surrounding their main office to clean up vacant lots, repair homes, and advocate for the demolition of blighted properties.
- Starting in 2015, the Battle Creek Police Department is engaging Post/Franklin resident leaders as part of its Byrne Criminal Justice Innovation Grant to develop data-driven community policing strategies to address safety issues in the targeted area.
- BC Pulse, an organization that provides local residents, service providers and leaders an opportunity to collectively problem solve around issues impacting children and their families, chose the Post/Franklin neighborhood for their initial focus neighborhood. They will continue to work with those caring for young children in the neighborhood.
- Code Compliance staff are assigned to the Neighborhood Planning Council and will continue to respond to resident priorities and report on progress toward addressing blighted areas within the neighborhood.

- Beginning in 2015, the Calhoun County Land Bank Authority (CCLBA) is making its “Transform this Home” and “Neighborhood Mow and Maintenance” programs available in Battle Creek neighborhoods. These programs promote urban homesteading and the maintenance of vacant lots in neighborhoods like Post/Franklin that have high levels of tax foreclosure and property abandonment. The latter program gives local community groups the opportunity to adopt lots in their neighborhood and earn a stipend for maintaining them.
- A second opportunity for improvement stems from responding effectively to the destabilizing trend of vacancy and disinvestment that was accelerated in the previous decade by the housing foreclosure crisis. Code Compliance will continue to provide stimulus for improvements to the neighborhood’s housing stock, with partial funding through the CDBG program. These efforts will be focused on improving existing rental housing conditions, as well as assisting homeowners to comply with the City Housing Code. Strategic demolition and vacant property maintenance will be used to reduce blight and promote a suitable living environment.
- Foreclosure abatement programs offered by the Calhoun County Treasurer’s Office and Neighborhoods Inc. of Battle Creek’s foreclosure counseling service, are offered city-wide, but will be a particularly useful tool in this area. The City’s Minor Home Repair will continue to assist low- and moderate-income homeowners by providing funds to assist with health and safety related repairs to their homes. The CCLBA, Community Action, and NIBC have all experimented with urban homesteading models that could have a significant impact in hardest hit neighborhoods like Post/Franklin. The challenge is to develop a low-cost rehab model that attracts homebuyers and private investors and turns a neighborhood liability into an asset in the form of safe, affordable housing.

Are there barriers to improvement in this target area?

The scarcity of funds available for redevelopment and blight removal in the Post/Franklin neighborhood is compounded by low property values and city-high rates of foreclosure. Low property values mean that redevelopment projects require more subsidy in order to be successful—which means fewer projects than if the funds were spent in another neighborhood. The high rates of foreclosure make the neighborhood unstable and make it hard to predict the impact on a block or street of demolishing or rehabbing a particular home.

2 Area Name: North Central Revitalization Area

Area Type: Local Target area

% of Low/ Mod:

Revitalization Type: Housing

Identify the neighborhood boundaries for this target area. The North Central Revitalization Area is comprised of about 80% of the Neighborhood Planning Council (NPC) and is located immediately North Central of the Central Business District, bounded by North Avenue on the east; Goodale Avenue on the north; Limit Street on the west; and Jackson Street on the south.

A significant portion of the revitalization area is the neighborhood of Washington Heights, which has historically been an affluent African American community and has a strong neighborhood identity. Occasionally, the North Central NPC is referred to colloquially as Washington Heights. However, in this document the term North Central is used throughout.

Include specific housing and commercial characteristics of this target area. Census data indicate that two-thirds of the neighborhood is African American, and one-eighth of the population is over the age of 70. The population in this neighborhood declined 17.5% from 1990 to 2000 and 3.4% from 2000 to 2010.

A windshield survey of neighborhood property conditions conducted in 2014 by Neighborhoods Inc. of Battle Creek rated just 35% of properties as being in good condition. 54% were in need of minor repairs and another 11% were in need of one or more major repairs (note that condition results were almost identical to those from Post/Franklin).

There are five census block groups in this target area, all of which are rated as medium risk for deterioration in 2014 using the City’s neighborhood health metrics. Average home sales value ranged from \$39,020 on the northern end of the neighborhood near Redner and Maryland streets (Block Group 10003), to \$8,500 in the southwest portion along the Michigan Avenue corridor into downtown (Block Group 3002). Like Post/Franklin, four of the five block groups did not have more than two home sales over \$20,000. Rates of junk and trash complaints and housing code violations ranged between 5% and 7% of all improved parcels.

This neighborhood was hit hard by tax foreclosures (1.9% to 3.5% of properties), but not bank foreclosures (0.8% to 1.1%). It is likely that this results from the combination of low property values and many homeowners having their mortgages paid off, but not being able to pay their taxes. It should be noted that the area near Irving Park Drive (Block Group 10004) did not have any bank or tax foreclosures during the past year and has had very few throughout the foreclosure crisis.

Long-term vacant properties (those on the City's registry over one year) were very high in three of the five block groups, ranging from 6% to 7.9% of all residential parcels being on the City's vacant and abandoned building registry for a year or more.

How did your consultation and citizen participation process help you to identify this neighborhood as a target area?

The City of Battle Creek conducted a survey distributed online and via water bills and received 1,179 responses, 95 from this target area. A public meeting was held to discuss neighborhood priorities at the North Central NPCI.

Identify the needs in this target area.

Survey results show the need for supportive services to homeowners and seniors. Based on the survey results, Help with Home Maintenance (70.4%) and Homeowner Rehab/Repair (67.9%) were two of the highest priorities for the neighborhood. Senior Services and Street Improvements were ranked as high needs by 67.1% of respondents. Job Opportunities was the highest need, mirroring the citywide results.

The extensive demolition of abandoned property over the years, the number of vacant lots and long-term vacant buildings, and the history of population decline suggest that this area is likely to be less populous in the future without a significant reinvestment strategy.

What are the opportunities for improvement in this target area?

Neighborhoods Inc. of Battle Creek, the City of Battle Creek, the Calhoun County Land Bank Authority, Community Action, and Habitat for Humanity have historically been very active in supporting the revitalization of housing in the North Central neighborhood, and will continue to be vital partners in the neighborhood's success. Specific programs include rehabilitation for homeowners and homebuyers, down payment assistance and minor home repair.

Code Compliance will continue to provide stimulus for improvements to the neighborhood's housing stock, with partial funding through the CDBG program. These efforts will be focused on improving existing rental housing conditions, as well as assisting homeowners to comply with the City Housing Code. Strategic demolition and vacant property maintenance will be used to reduce blight and promote a suitable living environment. These activities are critically important to improving the overall health of the North Central neighborhood.

Are there barriers to improvement in this target area?

Tax delinquency is a barrier to accessing homeowner rehab and minor home repair resources. This is a barrier in all of the revitalization areas, but is most acute in North Central, as it is affected more by tax foreclosures than other neighborhoods.

3 Area Name: Wilson/Coburn Revitalization Area

Area Type: Local Target area

% of Low/ Mod:

Revitalization Type: Housing

Identify the neighborhood boundaries for this target area.

Located directly south of the Central Business District, this Revitalization Area is located within the Wilson/Coburn/Roosevelt/Territorial NPC. This NPC is culturally divided by Territorial Road. South of Territorial, in the Lakeview School District, the housing is higher quality and less affordable. The targeted area includes the parts of the NPC that are north of Territorial, which is in the Battle Creek School District. This target area also includes a portion of downtown Battle Creek.

Include specific housing and commercial characteristics of this target area.

The neighborhood has a strong Hispanic population, with 7.8% of the residents reporting Hispanic or Latino origin. Homeownership rates are approximately 60%. The neighborhood also includes some of central Battle Creek's largest retailers, including K-Mart and Horrock's Famer's Market.

A windshield survey of neighborhood property conditions conducted in 2014 by Neighborhoods Inc. of Battle Creek rated 39% of properties as being in good condition. 54% were in need of minor repairs and another 6% were in need of one or more major repairs.

There are five census block groups in this target area, two of which are rated as high risk for deterioration in 2014 using the City's neighborhood health metrics. Average home sale values ranged from \$35,682 on the southern end of the neighborhood near Territorial Road. (Block Group 5001), to \$7,988 in the area around the old Wilson Elementary School (Block Group 41002). Three of the five block groups did not have more than two home sales over \$20,000. Rates of junk and trash complaints and housing code violations ranged between 5% and 12.2% of all improved parcels.

Four of the block groups in the neighborhood were hit harder by tax foreclosures (2.7% to 6.6% of properties) than bank foreclosures (0 to 1.6%). The fifth block group, which includes the neighborhood around Coburn Elementary School (Block Group 5002) has a more robust housing market, so tax foreclosures are rare. It, however, did have the highest bank foreclosure rate at 2.2%.

Long-term vacant properties (those on the City's registry over one year) were high in all five block groups, but most concentrated in the northern block groups ranging from 4.3% to 8.2%.

How did your consultation and citizen participation process help you to identify this neighborhood as a target area?

The City of Battle Creek conducted a survey distributed online and via water bills and received 1,179 responses, 90 from this target area. A public meeting was held to discuss neighborhood priorities at the Wilson/Coburn/Roosevelt/Territorial NPC.

Identify the needs in this target area.

All but one Battle Creek neighborhood ranked Job Opportunities as the highest need in the survey, however, respondents from the Wilson/Coburn area were more likely to rate it a high need (80.2%) than respondents from any other neighborhood. The second highest need was employment training at 69.3%. Help with Home Maintenance (67.9%), Weatherization Improvements (66.7%), and Crime Education and Victim Services (64.2%) rounded out the top five needs from the survey for this neighborhood.

What are the opportunities for improvement in this target area?

The typical home in this neighborhood is a bungalow. These are modest in size, ranging from 900 to 1,100 square feet, and when in good repair, have lower maintenance and energy costs, making for some of the most affordable housing in the city. Down payment assistance, minor home repair, and weatherization will be directed here in order to help sustain low- and moderate-income families and individuals in their homes. Areas of the neighborhood south of West Goguac Street have a strong enough housing market to consider low-cost homebuyer rehab when property conditions permit. Rental rehab is an option to improve housing quality and affordability, while at the same time, increasing vibrancy (density, variety, mixed income and use, walkability, etc.) in areas in and around the downtown—an important hub from which all adjacent neighborhoods would benefit.

Code Compliance will continue to provide stimulus for improvements to the neighborhood's housing stock. These efforts will be focused on identifying and monitoring vacant buildings, improving existing rental housing conditions, and assisting homeowners to comply with the City Housing Code. Strategic demolition and vacant property maintenance will be used to reduce blight and promote a suitable living environment.

Another opportunity is for place-making and increased connectivity around Capital Avenue SW, a major thoroughfare connecting the Old Lakeview commercial area to the south with the downtown to the north.

Are there barriers to improvement in this target area?

Incomes are such that keeping up to date with taxes and insurance can be a challenge for some homeowners. This and the prevalence of land contracts can be a barrier to homeowners being able to access assistance programs.

Another barrier is the quality of construction of homes in some parts of the neighborhood, particularly north of West Goguac Street. Many of these homes were constructed during or just after World War II, at a time when housing was in such demand that houses were often erected quickly and cheaply.

A number of industrial uses along the Kalamazoo River significantly disrupt the connection between downtown and the residential neighborhoods of the Wilson/Coburn target area. This reduces walkability and the extent to which improvements downtown produce a beneficial impact in the rest of the neighborhood.

4 Area Name: Fremont/McKinley Revitalization Area

Area Type: Local Target area

% of Low/ Mod:

Revitalization Type: Housing

Identify the neighborhood boundaries for this target area.

The Fremont/McKinley Revitalization Area is located northeast of Battle Creek’s Central Business District within the Fremont/McKinley/Verona Neighborhood Planning Council (NPC). It is bounded by North Avenue to the west, the Battle Creek River to the south and east, and the city boundary to the north.

Include specific housing and commercial characteristics of this target area.

Although the neighborhood has experienced some of the same challenges as other core neighborhoods, it is part of the Historic North Side, which includes areas with large historic homes that attract affluent residents and create some of the most intense mixing of incomes within the City. The proximity of these affluent areas are an asset that can be leveraged to stabilize and improve targeted block groups.

The Fremont/McKinley Revitalization Area is also adjacent to Battle Creek’s three largest institutional employers – Kellogg Community College, Miller College, and Bronson Hospital. The portion of the target area north of Capital Avenue NE (Block Group 2001) was part of the City’s primary target area for its Neighborhood Stabilization Program—an area that received \$5.4 million of housing rehabilitation. Property values, while still modest, increased 91% between 2011 and 2013.

A windshield survey of neighborhood property conditions conducted in 2014 by Neighborhoods Inc. of Battle Creek rated 54.8% of properties as being in good condition. 43.5% were in need of minor repairs and another 1.7% were in need of one or more major repairs.

There are three census block groups in this target area, one of which is rated as high risk for deterioration in 2014 using the City’s neighborhood health metrics. Average home sale values ranged from \$18,318 in the area that includes Magnolia and Fairview Streets (Block Group 8001), to \$63,932 in the area north of Capital Avenue NE (Block Group 2001). Home sales were robust in the latter area as 4.9% of residential parcels sold for more than \$20,000 during the course of the year. Sales were moderate in the other two block groups. Rates of junk and trash complaints and housing code violations ranged from a very low of 3.1% of all residential parcels in the Magnolia/Fairview area to a near city high of 17.3% in the area around Cherry and South Union Streets (Block Group 2002).

The Fremont/Calhoun area, while high performing in many regards, had the highest rate of bank foreclosure of any area in the city at 3%. The other two areas were more affected by tax foreclosure.

Long-term vacant properties (those on the City's registry over one year) were high in all three block groups ranging from 5.1% to 7.9%.

How did your consultation and citizen participation process help you to identify this neighborhood as a target area?

The City of Battle Creek conducted a survey distributed online and via water bills and received 1,179 responses, 185 from this neighborhood. A public meeting was held to discuss neighborhood priorities at the Fremont/McKinley/Verona NPC.

Identify the needs in this target area.

Job Opportunities (76.4%) and Street Improvements (56.9%) were the top two needs identified in the survey. The third highest need was Youth Services at 56.7%. Demolition of Abandoned Buildings (54.7%), and Substance Abuse Services (53.3%) rounded out the top five needs from the survey for this neighborhood.

What are the opportunities for improvement in this target area?

The number of anchor institutions, the proximity to the Battle Creek River, and the relative strength of the housing market compared to other downtown neighborhoods make this area a great target for activities that increase walkability, safety, and connectedness.

Neighborhoods Inc. of Battle Creek, the City of Battle Creek, the Calhoun County Land Bank Authority, and Habitat for Humanity have all completed numerous revitalization projects in the Fremont/McKinley neighborhood, and will continue to be vital partners in the neighborhood's success. Specific programs include rehabilitation for homeowners and homebuyers, rental rehab, down payment assistance and minor home repair.

Code Compliance will continue to provide stimulus for improvements to the neighborhood's housing stock, with partial funding through the CDBG program. These efforts will be focused on improving existing rental housing conditions, as well as assisting homeowners to comply with the City Housing Code. Strategic demolition and vacant property maintenance will be used to reduce blight and promote a suitable living environment.

Are there barriers to improvement in this target area?

Many of the houses in the historic Northside neighborhood are very large, upkeep and energy costs can be expensive. This tends to be offset by relatively low property costs and households with more expendable income. When household incomes are low, properties can deteriorate quickly. Another common outcome is for these properties to be bought by an investor and divided up into multiple units even though this area is zoned for single-family housing. When this type of redevelopment and reuse is well-resourced it provides a benefit to the neighborhood. Unfortunately, there are a number of examples of these projects being poorly financed and resulting in slum/nuisance properties.

5 Area Name: Urbandale Revitalization Area

Area Type: Local Target area

% of Low/ Mod:

Revitalization Type: Housing

Identify the neighborhood boundaries for this target area.

The Urbandale Neighborhood Planning Council is located northwest of the North Central NPC, across the Kalamazoo River from the City of Springfield. Physically distant from other parts of Battle Creek, it maintains a separate cultural identity from the rest of the City. The area targeted for revitalization includes the neighborhoods south of West Michigan Avenue (Block Group 11003) and west of Bedford Road (Block Group 11002).

Include specific housing and commercial characteristics of this target area.

The residential areas of the neighborhood are served by a strong commercial corridor, Michigan Avenue, which bisects Urbandale from the northwest to the southeast. The Urbandale NPC has expressed concern that the heavy retail development occurring on the south side of Battle Creek is drawing down the potential for redevelopment opportunities along Michigan Avenue.

There are two census block groups in this target area, both were rated medium risk for deterioration in 2014 using the City’s neighborhood health metrics. Average home sale values were \$36,333 in the area south of Michigan Avenue (Block Group 11003), and \$36,533 in the area along Bedford Road (Block Group 11002). Home Sales were moderate at 1.3% and 2% respectively of all residential parcels sold during the course of the year. Rates of junk and trash complaints were relatively high for neighborhoods with stronger housing markets, as more than 10% of all residential parcels were cited for violations.

Bank and tax foreclosures were almost non-existent in these two neighborhoods. Long-term vacant properties (those on the City’s registry over one year) made up just 1.3% of properties in Block Group 11003 and 3.5% of Block Group 11002.

How did your consultation and citizen participation process help you to identify this neighborhood as a target area?

The City of Battle Creek conducted a survey distributed online and via water bills and received 1,179 responses, 120 from this target area. A public meeting was held to discuss neighborhood priorities at the Urbandale NPC.

Identify the needs in this target area.

Job Opportunities (79.8%) and Street Improvements (62.8%) were the top two needs identified in the survey. The third highest need was Crime Education and Victim Services at 58.8%. Veteran Services (58%), and Health care (56%) rounded out the top five needs from the survey for this neighborhood.

What are the opportunities for improvement in this target area?

Neighborhoods Inc. of Battle Creek, Community Action, and the City of Battle Creek have all completed numerous revitalization projects in the Urbandale neighborhood. The City will continue to offer its minor home repair funds in the area and Community Action has dedicated its home owner repair funds to this target area. Other specific housing programs that may be implemented in this area include rehabilitation for homeowners and homebuyers, rental rehab, and down payment assistance.

Code Compliance will continue to provide stimulus for improvements to the neighborhood's housing stock, with partial funding through the CDBG program. These efforts will be focused on improving existing rental housing conditions, as well as assisting homeowners to comply with the City Housing Code. Strategic demolition and vacant property maintenance, while not as high a priority as in other target areas, will be used to reduce blight and promote a suitable living environment.

Are there barriers to improvement in this target area?

Relative to other targeted areas there are none.

General Allocation Priorities

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

While the boundaries are not coterminous, there is a correlation between poor housing conditions, minority race/ethnicity status and low- and moderate-income households in Battle Creek neighborhoods. These poor conditions are concentrated in portions of the Urbandale, Fremont/McKinley, North Central, Post/Franklin, and Wilson/Coburn Neighborhood Planning Council

areas. The City has identified revitalization areas within each of these NPC areas that are at high and medium risk of decline (as was discussed in the section MA-50 "Needs and Market Analysis Discussion").

These areas will be targeted with resources and programs intended to arrest neighborhood decline. This includes CDBG- funded City programs like Minor Home Repair, Code Compliance, and Street Repair, as well as programs and activities operated by the Police Department, Parks and Recreation, the Department of Public Works, the Calhoun County Land Bank, community groups, and local non-profits. The proposed target areas encompass 7,183 residential parcels (of 17,000 citywide). The boundaries are based on a "risk of decline" score that is calculated for each neighborhood based on housing, foreclosure, vacancy, and Code Compliance data.

SP-25 Priority Needs - 91.215(a)(2)

The following priority needs have been drawn from the problem statements, root causes and strategies described in SP-5, the overview of the City's strategic plan to address Community Development needs. The goals identified later in this document in SP-45 Goals are intended to address these needs.

Priority Needs Summary

1. Improve property conditions in LMI neighborhoods.

Priority Level: High

Population: Other

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, and Urbandale Revitalization Area

Associated Goals: Housing Code Enforcement, Rehabilitation of existing rental units, Rehabilitation and repair of homeowner housing, and Placemaking and strategic planning

Description: This priority need encompasses concerns related to junk and trash accumulation, exterior housing violations, and blight in LMI neighborhoods, and the extent to which these elements contribute to neighborhood decline.

Basis for Relative Priority: Improving property conditions in low- and moderate-income neighborhoods was identified as a high priority during the public engagement and market analysis processes. Battle Creek's housing stock in low- and moderate-income areas is older and, many times, in need of repair.

2. Reduce blighted vacant and abandoned buildings

Priority Level: High

Population: Other

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, and Urbandale Revitalization Area

Associated Goals: Housing code enforcement, rehabilitation of existing rental units, production of new rental units, rehabilitation and repair of homeowner housing, demolition, placemaking and strategic planning

Description: Battle Creek has too many vacant buildings. According to the 2010 U.S. Census, Battle Creek has 3,159 vacant residential properties. As of September 2014, 802 vacant and abandoned buildings were registered with the City of Battle Creek, including 191 dangerous buildings that have met the City's standard for demolition.

Basis for Relative Priority: Reducing blighted vacant and abandoned buildings is a high priority. Concerns about vacant building were the fourth ranked open-ended survey response with 9% of the total 900 responses. Numerous responses from the survey and public meetings connect vacant buildings with lower property values and neighbors sense of safety. People are concerned about the lack of maintenance of these properties including overgrown grass, shrubs, and trees. Vacant buildings, both commercial and residential, contribute to Battle Creek's lack of vibrancy.

3. Preserve affordable housing

Priority Level: High

Population: Extremely Low, Low, Moderate, Large Families, Families with Children, Elderly

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Housing code enforcement, rehabilitation of existing rental units, and rehabilitation and repair of homeowner housing

Description: Repair and rehabilitate existing housing for rental and homeownership for those with low- and moderate-incomes.

Basis for Relative Priority: Based on the public engagement process and the market analysis, preserving affordable housing occupied by low- and moderate-income households is a high priority.

4. Increase affordable housing through new units

Priority Level: High

Population: Extremely Low-, Low-, Moderate-income people; Large Families, Families with Children, Elderly people

Geographic Areas Affected: Citywide

Associated Goals: Production of new rental units

Description: A need was identified through consultations and the 2015 Target Market Analysis to add new rental units in the vacant space above downtown store fronts and other vacant buildings downtown.

Basis for Relative Priority: Through the public engagement process, the needs assessment, and various market analyses done within the last three years, increasing affordable units through new units, particularly new rental units downtown and in adjacent neighborhoods, was identified as a high need.

5. Ensure the safety of rental housing

Priority Level: High

Population: Extremely Low-, Low Moderate-, and Middle-income people;

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Housing code enforcement, rehabilitation of existing rental units, production of new rental units, rental Assistance

Description: To ensure housing quality and safety of rental housing, the City passed a rental registration ordinance. Code Compliance manages the rental registration process and is seeking to increase the percentage of rentals that are registered. There are landlords who take advantage of people living in rental housing. The City does an interior inspection of all registered rental housing at registration and at renewal of registration.

Basis for Relative Priority: Through the public engagement and market analysis, ensuring the safety of rental housing was identified as a high priority. As discussed in the market analysis section of this plan, a strong correlation exists between neighborhoods with deteriorating rentals and racial and ethnic minority status, making rental safety a Fair Housing issue. Also discussed is the extent to which deteriorating property conditions are a serious threat to the City's affordable housing stock and a major contributor to housing cost burden.

6. Help LMI households sustain their housing

Priority Level: High

Population: Extremely Low-, Low-, Moderate-income; Large Families, Families with Children, Elderly, Frail Elderly, Persons with Mental Disabilities, Persons with Physical Disabilities, Persons with, Developmental Disabilities, Persons with Alcohol or Other Addictions

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Rehabilitation and repair of homeowner housing, Public Services

Description: Many people cannot afford to maintain their property and/or need modifications to remain in their housing, especially elderly and disabled people. City programs focus on addressing costs associated with addressing repairs or modifications to housing in order to help households stay in their homes. Other types of assistance that address this need include, but are not limited to, legal assistance, foreclosure or eviction abatement, utility assistance, weatherization, rent assistance, case management, and other social services.

Basis for Relative Priority: Through the market and needs analysis and the public engagement process, helping LMI households sustain themselves in their current housing, especially the elderly and disabled is identified as a high priority.

7. Help people access affordable housing

Priority Level: High

Population: Extremely Low-, Low-income; Large Families, Families with Children, Elderly, Chronic, Homelessness, Individuals, Families with Children, Mentally Ill, Chronic Substance Abuse, Veterans, Persons with HIV/AIDS, Victims of Domestic Violence, Frail Elderly, Persons with Mental Disabilities, Persons with Physical Disabilities, Persons with Developmental Disabilities, Persons with Alcohol or Other Addictions, Persons with HIV/AIDS and their Families, Victims of Domestic Violence

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Rehabilitation of existing rental units, rental assistance, public services

Description: As detailed in the needs and market analysis sections of this plan, improving access to affordable housing is a high priority. This can be accomplished by activities that address barriers like deteriorating rental housing conditions; issues with credit, past evictions or criminal history; inadequate resources to afford a down payment or security deposit; etc.

Basis for Relative Priority: The market and needs analysis and the public engagement process identified helping people access affordable housing as a high priority.

8. Improve Fair Housing awareness and accountability

Priority Level: High

Population: Large Families, Families with Children, Elderly, Public Housing Residents, Chronic Homelessness, Individuals, Families with Children, Mentally Ill, Chronic Substance Abuse, Veterans, Victims of Domestic Violence, Frail Elderly, Persons with Mental Disabilities, Persons with Physical Disabilities, Persons with Developmental Disabilities, Persons with Alcohol or Other Addictions, Persons with HIV/AIDS and their Families, Victims of Domestic Violence, Other

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Public Services, placemaking and strategic planning

Description: Further Fair Housing in Battle Creek to create an open housing market with equal opportunity for all. Continue to work with the Fair Housing Center to further fair housing to conduct systemic investigations, testing and education. Use the rental registration process to educate about protected classes. Evaluate gaps in the housing market and review zoning ordinances to determine potential regulatory barriers and implement changes. Work with local realtors, rental management companies, and landlords to get them to include people of all races/ethnicities in their advertising. As terms expire, the City Commission should select new members of boards that are more balanced by gender, race, ethnicity, and geography. Develop a longer term strategy for cultivating new board and commission appointees, including new partnerships and training opportunities. Work with the Battle Creek Area Association of Realtors to encourage higher minority participation in the Battle Creek real estate market.

Basis for Relative Priority: The 2013 Analysis of Impediments to Fair Housing Choice and the 2015 public engagement process identified Fair Housing as a high priority.

9. Improve vibrancy and amenities in LMI areas

Priority Level: Low

Population: Extremely Low-, Low-, Moderate-, Middle-income; Large Families, Families with Children, Elderly, Public Housing Residents

Geographic Areas Affected: TBD

Associated Goals: Production of new rental units, public infrastructure / street improvements, placemaking and strategic planning

Description: There are barriers to residential development downtown. While there is interest in creating downtown residential spaces, very few projects have been completed due to concerns about demand, the age/condition of buildings, cost to rehab, and accessibility/code requirements. Some residents feel a "lack of a sense of place" in the downtown and business corridors, and desire more affordable activities for children and families. The Downtown Transformation Initiative, announced in 2008 with an \$8 million investment in a renovated streetscape, was completed in spring 2014. The next phase is the redesign of Festival Market Square by the City for spring 2015.

Basis for Relative Priority: While identified as an important need, improving vibrancy and access to amenities in LMI areas, including downtown and along major corridors, was identified as a lower priority need for federal community development funding.

10. Public services to access housing and employment

Priority Level: Low

Population: Extremely Low-, Low-, Moderate-income, Large Families, Families with Children, Elderly, Public Housing Residents, Chronic Homelessness, Individuals, Families with Children, Mentally Ill, Chronic Substance Abuse, Veterans, Persons with HIV/AIDS, Victims of Domestic Violence, Unaccompanied Youth, Elderly, Frail Elderly, Persons with Mental Disabilities, Persons with Physical Disabilities, Persons with Developmental Disabilities, Persons with Alcohol or Other Addictions, Persons with HIV/AIDS and their Families, Victims of Domestic Violence, Non-housing Community Development

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Public services

Description: Supportive services to help people sustain or obtain permanent, affordable housing and/or to find employment that pays a living wage.

Basis for Relative Priority: In the public engagement process, public services were identified as a priority need. The City is designating public services as a low need, indicating that public services are not funded in the first year with CDBG funds. Future funding will be the result of identifying a need for a specific public service activity to support goals related to employment training that come out of the BC Vision initiative or another housing goal outlined in this plan.

11. Increase community engagement

Priority Level: High

Population: Extremely Low-, Low-, Moderate-, Middle-income

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Program delivery, public services, placemaking and strategic planning

Description: Increasing community engagement is a strategic need at a variety of levels. It includes improving communication between City departments and with the community; improving customer service from Code Compliance and Inspections; and helping residents to increase neighborhood leadership, participation and communication. It also means ensuring that diverse perspectives are engaged.

Basis for Relative Priority: Through the public engagement process, increasing community engagement was identified as a high priority.

12. Increase employment opportunities and training

Priority Level: Low

Population: Extremely Low-, Low-, Moderate-income; Large Families, Families with Children, Public, Housing Residents, Individuals, Families with Children

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Public services

Description: More employment opportunities are needed that pay a living wage and are accessible to all people willing and able to work.

Basis for Relative Priority: In the Community Development survey, 60% of respondents prioritized Job Opportunities as high. This ranked the highest among the 38 service needs on the survey. While this is a highly rated community need, it is being addressed through the BC Vision process and other community partners, so it is identified as a low-priority need for federal Community Development funding.

13. Infrastructure improvements: Placemaking

Priority Level: High

Population: Extremely Low-, Low-, Moderate, Middle-income; Large Families, Families with Children, Elderly, Public Housing Residents

Geographic Areas Affected: Post/Franklin Revitalization Area, Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area, Urbandale Revitalization Area

Associated Goals: Public infrastructure, street improvements

Description: Infrastructure improvements that increase walkability, connectivity, and a sense of place, such as street reconstruction in low- and moderate-income areas.

A walkable community with a sense of place is one that provides physical and emotional connections between neighborhoods, supports active living, and uses these assets to drive economic, environmental, and health outcomes.

Walkability is not only the addition of sidewalks to an area, but it includes aesthetic streetscape improvements (trees, benches), building density and use, building orientation, availability of activities and amenities, and street connectivity and design that work for people, not just cars.

Basis for Relative Priority: In the 2014 Community Development survey, street improvements were the second highest need overall and ranked in the top five service needs among almost all demographic groups, including low/moderate-income individuals (57%) and respondents living in low/moderate

income areas (56%). Public infrastructure was ranked seventh as a neighborhood concern with 7% of the 900 responses. Public infrastructure improvements, especially improvements that increase connectivity, walkability, and sense of place are identified as a high priority. Placemaking is a priority at both the State and local level as a means of improving market health and quality of life in LMI areas.

14. Infrastructure that supports affordable housing

Priority Level: Low

Population: Extremely Low-, Low-, Moderate-income; Large Families, Families with Children, Elderly

Geographic Areas Affected: TBD

Associated Goals: Public infrastructure, street improvements

Description: This is the need for street reconstruction and sidewalks that directly supports the successful creation or redevelopment of affordable housing units.

Basis for Relative Priority: The public engagement process did not identify any specific needed infrastructure improvements related to affordable housing, so this need is rated a low-priority.

15. Support collaborative homelessness efforts

Priority Level: High

Population: Extremely Low-, Low-income, Large Families, Families with Children, Elderly, Chronic Homelessness, Individuals, Families with Children, Mentally Ill, Chronic Substance Abuse, Veterans, Persons with HIV/AIDS, Victims of Domestic Violence, Unaccompanied Youth

Geographic Areas Affected: Citywide

Associated Goals: Program delivery

Description: Supporting citywide efforts to address homelessness as part of the Consolidated Plan process through the HUD-funded Continuum of Care of homeless assistance. The City participates in the Greater Battle Creek Homeless Coalition and Housing Solutions Board. One of the short-term needs is an updated strategic plan for the Homeless Coalition.

Basis for Relative Priority: Addressing homelessness in the community is identified as a high priority need. During consultations with homeless service providers, it was determined that there was a need for the City to increase participation in coordinating collaborative efforts.

SP-30 Influence of Market Conditions – 91.215 (b)

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant- Based Rental Assistance (TBRA)	The need for such a program is based on the high level of severe housing cost burden among low-income households and numerous consultations with local public service agencies, which reported that barriers to accessing affordable housing were preventing their clients from successfully completing a program. This will be treated as a high priority need in-so- far as the program can be paired with other programs providing service to individuals and families either escaping or at risk for homelessness. The focus is on increasing access to affordable housing by providing first month rent, and/or security or utility deposits and thereby increasing the impact of other supports the beneficiary is receiving. Examples of eligible programs include, but are not limited to, a job training program, domestic violence treatment, a substance abuse recovery program, or a program that addresses issues related to homelessness.
TBRA for Non-Homeless Special Needs	The need for such a program is based on the high level of cost burden among low-income households. See above for circumstances in which this may be considered a high priority need.
New Unit Production	The need for new unit production will be based on the extent to which there is a demonstrated high demand for such units (low levels of subsidy), and the extent to which such units will produce both an affordable housing unit and an area-wide benefit such as increased density in walkable, urban neighborhoods; expansion or creation of mixed income neighborhoods; and/or the creation of new housing types that increase available housing options for low- and moderate- income families in Battle Creek.
Rehabilitation	Minor Home Repair will continue to be a high priority as long as thousands of low- and moderate-income households continue to be severely housing cost burdened and the average age of housing is over 50 years. More extensive rehabilitation will be considered based on the extent to which there is a high demand for redeveloped units and where such units will produce both affordable housing and an area-wide benefit such as preserving units in walkable, urban neighborhoods; expansion or creation of mixed income neighborhoods; and/or the creation of new housing types that increase available housing options for low and moderate income families in Battle Creek.

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Acquisition, including preservation	Acquisition will be considered based on the extent to which it supports the creation of units for which there is a high demand and where such units will produce both affordable housing and an area-wide benefit such as preserving units in walkable, urban neighborhoods; expansion or creation of mixed income neighborhoods; and/or the creation of new housing types that increase available housing options for low- and moderate- income families in Battle Creek.

Table 46 – Influence of Market Conditions

SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

The City of Battle Creek’s Community Development Department administers the federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) formula grant programs. Other federal funds provided through the U.S. Department of Housing and Urban Development (HUD), not administered by the City of Battle Creek but included in the Consolidated Plan, include Continuum of Care Homeless Assistance which provides funds to the Haven of Rest, S.A.F.E. Place and Summit Pointe’s housing and homeless programs; and public housing and rental vouchers provided through the Battle Creek Housing Commission. The Battle Creek Housing Commission in partnership with the VA Medical Center, located in Battle Creek in the Fort Custer area, jointly administer HUD-VASH Housing Choice vouchers.

Table 44: Anticipated Federal Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1			Remainder of Con Plan	Narrative Description
			Annual Allocation:	Prior Year Resources:	Total:		
CDBG	public - federal	Acquisition, Admin and Planning, Economic Development, Housing, Public Improvements, Public Services	\$1,100,772	\$30,000	\$1,130,772	\$4,400,000	CDBG funds program delivery costs, code compliance, minor home repair, street reconstruction and demolition.
HOME	public - federal	Acquisition, Homebuyer assistance, Homeowner rehab, Multifamily rental/new construction, Multifamily rental rehab, New construction for ownership, TBRA	\$211,892	\$197,273	\$409,165	\$840,000	HOME funds major rehabilitation of homes for homeowners, homebuyers and rental. Sub-recipients conduct activities under contract with the City.
McKinney-Vento	public - federal	Public Services	\$54,385	\$0	\$54,385	\$271,925	Federal competitive grant funds through the Michigan Department of Education. Provides support to local shelters, the backpack program and store purchase cards to provide homeless children needed school supplies and clothes.
Continuum of Care	public - federal	Public Services, Other	\$364,610	\$0	\$364,610	\$1,458,440	This is Continuum of Care funding for: S.A.F.E. Place, CLASS \$79,915 Summit Pointe Housing, Homeless Housing Assistance Project \$42,000 The Haven, Life Recovery Program for Men, \$161,158 The Haven, Women and Families in New Life, \$81,537

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1			Remainder of Con Plan	Narrative Description
			Annual Allocation:	Prior Year Resources:	Total:		
HUD-VASH	public - federal	Housing, TBRA	\$480,000	\$0	\$480,000	\$2,400,000	The HUD-VASH program combines HUD-funded Housing Choice Vouchers for homeless veterans with case management and clinical services provided by the VA at its medical center and community clinics. The VA Medical Center refers eligible HUD-VASH families to the Battle Creek Housing Commission.
MSHDA ESG	public - federal	TBRA, Other	\$103,720	\$0	\$103,720	\$414,880	Each year providers apply through the Continuum of Care for: Summit Pointe Housing HARA: \$17,700 Summit Pointe Housing Assistance: \$35,818 Summit Pointe Continuum of Care Administration: \$7,547 Haven of Rest Case management: \$10,000 Share Center Case management and Outreach: \$33,355

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

When it established the HOME Investment Partnership Program, Congress intended to establish a partnership between the federal government, states, units of local government and nonprofit organizations to expand the supply of affordable housing for low-income families. According to 24 CFR §92.218, contributions must be made to qualified housing in an amount equal to 25% of appropriated HOME funds drawn down for housing projects. These contributions are referred to as match. To be considered eligible match, a contribution must be made from nonfederal sources and must be made to housing that is assisted to meet HOME program requirements.

In many program years, because of its higher poverty, Battle Creek has qualified as a distressed community by Congress and has had its HOME match requirement reduced 50% from 25% to 12.5%. The City of Battle Creek has been able to “bank” excess match documented in previous program years so that it has not had to record match in recent grant cycles. Match is documented and recorded as it is earned.

In 2015, HOME match will be in the form of “as is” housing units contributed to acquire, rehab and resale project and a rental rehabilitation of a duplex. The City has signed a Memorandum of Understanding with Neighborhoods, Inc. of Battle Creek, a Community Housing Development Organization to count its production of affordable housing outside of the HOME program as match. In the 2015 program year, the Calhoun County Land Bank Authority will count the "as is" condition of the property at 153 N McKinley as match and Neighborhoods, Inc. will count the "as is" condition of property at 79 Harvard.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The Calhoun County Land Bank Authority owns a vacant building at 153 N McKinley and this property is proposed to be rehabilitated and resold to a qualified homebuyer with HOME funds in Program Year 2015. This project will generate program income. Other properties in future years will be rehabbed, if they can cost-effectively be rehabilitated and returned to productive use.

SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of Battle Creek Community Development	Government	-Non-homeless special needs -Ownership -Planning -Neighborhood improvements -Public services	Jurisdiction
Neighborhoods, Inc	Non-profit organizations	-Non-homeless special needs -Ownership -Planning -Rental -Neighborhood improvements	Jurisdiction
Community Action Agency Of South Central Michigan	Non-profit organizations	-Non-homeless special needs -Ownership -Rental -Neighborhood improvements	Jurisdiction
City of Battle Creek Department of Public Works	Government	-Non-homeless special needs -Neighborhood improvements -Public facilities	Jurisdiction

Table 47 - Institutional Delivery Structure

Assess Strengths and Gaps in the Institutional Delivery System

The strengths of the institutional delivery system are a number of strong, experienced nonprofit organizations that serve people in need in Battle Creek. There is a strong base of philanthropy with the W.K. Kellogg, the Battle Creek Community, the Miller and the Binda Foundations. The United Way of the

Kalamazoo and Battle Creek Region is an active funder of services and convener of problem solving groups. City government is strong and accountable. The Battle Creek Housing Commission is a midsize public housing authority that has strong management and has not been troubled. Social service organizations know each other and work together on The Coordinating Council of Battle Creek.

Gaps in the institutional delivery system include:

There is limited Community Housing Development Organization (CHDO) capacity. Neighborhoods Inc. of Battle Creek is the only nonprofit in the community to qualify as a CHDO in the past decade. The City of Battle Creek would like to develop additional organizations with CHDO capacity.

There is a disconnect between homeless providers and affordable housing providers in that homeless providers talk about stabilizing people for the short-term and affordable housing providers think about stability in terms of a year-long lease on rental housing or longer term homeownership. Linkages between shelter providers and affordable housing organizations have been limited. This has meant that some families or individuals go without services in spite of an obvious need. Examples of this include the lack of tracking of most homeless service outputs beyond six months or the lack of referrals to agencies that assist with homelessness once a family or individual has had their home foreclosed.

There is lack of local development capacity to do larger scale affordable or mixed-income housing projects, especially multi-unit rental housing.

There is very little permanent housing for people with disabilities or people recovering from being homeless and little capacity to sustain such deeply subsidized housing.

Table 48: Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	
Legal Assistance	X	X	
Mortgage Assistance			
Rental Assistance	X	X	
Utilities Assistance	X		
Street Outreach Services			
Law Enforcement			
Mobile Clinics	X		
Other Street Outreach Services	X	X	
Supportive Services			
Alcohol & Drug Abuse	X	X	
Child Care	X		
Education	X		
Employment and Employment Training	X		
Health care	X	X	
HIV/AIDS			
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X		

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

There is not a significant, known population of people with HIV in Battle Creek. As described earlier, Battle Creek has a VA Medical Center that provides mental health and substance abuse services to a wide geographic area. This means that Battle Creek has a larger--than-normal number of homeless veterans, mainly single men, in our population of homeless people. The VA provides support to the Haven of Rest, the emergency shelter provider, to help homeless veterans' access services and permanent housing. Health services are provided by Community Health care Connections, the local hospital Bronson Battle Creek and their emergency room, and Grace Health. Mental health services are provided at the SHARE Center with peer counselors and by services provided by Summit Pointe. Summit Pointe expanded its services in 2014 to start serving dually diagnosed people with both substance abuse and mental health issues. There is a lack of detox and substance abuse treatment facilities in the community. The Haven has a transitional housing facility that provides substance abuse treatment services to homeless men and is working create a similar program for single women and women with children.

Job opportunities were the highest ranked service need in the Community Development survey. Michigan Works provides access to unemployment benefits and acts as a job referral network. Transportation is a high need of homeless people; they have difficulty affording bus fare to appointments and employment.

Describe the strengths and gaps of the service delivery system for special needs populations and persons experiencing homelessness, including, but not limited to, the services listed above

A strength of the Battle Creek Continuum of Care of homeless assistance is the involvement of high quality, accountable nonprofit organizations with long histories of helping people overcome problems. The Haven has developed substance abuse programs to provide services needed by shelter residents. Case management is provided to help people overcome problems and rebuild connections to work, benefits and community resources.

Continuing gaps in services include the lack of a detox facility in Battle Creek. The closest detox facility is in Kalamazoo or the hospital emergency room.

There is a lack of permanent supportive housing for people leaving homelessness. Housing resources are available for veterans and people with severe mental illness but resources are more limited for single individuals without these characteristics. Histories of felony convictions, poor rental references and poor credit scores prevent people from finding housing.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

The City of Battle Creek will continue to participate in The Coordinating Council which regularly explores, assesses, and strategizes around gaps in service delivery. Other specific efforts that the City will engage in include:

- Dedicating 10 hours of staff time for the first year of the five-year Consolidated Plan to provide support to the Homeless Coalition to increase coordination, improve collaborative structure and facilitate strategic planning.
- Working with Homeless Coalition agencies and the Calhoun County Land Bank Authority to identify new permanent supportive housing opportunities.
- Cultivating greater CHDO capacity within Battle Creek.
- Improving City support for local residential development through the State of Michigan's Redevelopment Ready Program.

SP-45 Goals Summary – 91.215(a)(4)

Goal Descriptions

#	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Program Delivery	2015	2019	Program Administration	All five Revitalization Areas	Increase community engagement, Support collaborative homelessness efforts	CDBG: \$500,000 HOME: \$106,000	Other
2	Housing Code Enforcement	2015	2019	Affordable Housing, Non-Housing Community Development	All five Revitalization Areas	Improve property conditions in LMI neighborhoods; Reduce blighted vacant and abandoned buildings; Preserve affordable housing; Ensure the safety of rental housing	CDBG: \$1,400,000	Household Housing Unit
3	Rehabilitation of existing rental units	2015	2015	Affordable Housing	Fremont/McKinley Revitalization Area	Improve property conditions in LMI neighborhoods; Preserve affordable housing; Ensure the safety of rental housing; Help people access affordable housing	HOME: \$171,273	Rental units rehabilitated: Household Housing Unit
4	Production of new rental units	2016	2019	Affordable Housing	Fremont/McKinley Revitalization Area, North Central Revitalization Area, Wilson/Coburn Revitalization Area	Reduce blighted vacant and abandoned buildings, Increase affordable housing through new units, Ensure the safety of rental housing, Improve vibrancy and amenities in LMI areas	CDBG: \$650,000	Rental units constructed: 20 Household Housing Unit
5	Rehabilitation and repair of homeowner housing	2015	2019	Affordable Housing	All five Revitalization Areas	Improve property conditions in LMI neighborhoods, Reduce blighted vacant and abandoned buildings, Preserve affordable housing, Help LMI households sustain their housing	CDBG: \$1,850,000 HOME: \$825,000	Homeowner Housing Rehabilitated: 280 Household Housing Unit

#	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Rental Assistance	2015	2019	Affordable Housing, Homeless	Citywide	Ensure the safety of rental housing, Help people access affordable housing	HOME: \$146,892	Tenant-based rental assistance / Rapid Rehousing; 90 Households Assisted
7	Demolition	2015	2019	Non-Housing Community Development, Blight elimination	All five Revitalization Areas	Reduce blighted vacant and abandoned buildings	CDBG: \$230,000	Buildings Demolished: 35 Buildings
8	Public Infrastructure / Street improvements	2015	2015	Non-Housing Community Development	Fremont/McKinley Revitalization Area, North Central Revitalization Area	Improve vibrancy and amenities in LMI areas	CDBG: \$100,000	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 54 Households Assisted
9	Public Services	2018	2019	Homeless, Non-Homeless Special Needs, Non-Housing Community Development	TBD	Help LMI households sustain their housing, Help people access affordable housing, Improve Fair Housing awareness and accountability, Public services to access housing and employment, Increase community engagement	CDBG: \$221,271	Public service activities other than Low/Moderate Income Housing Benefit: 200 Persons Assisted
10	Placemaking and strategic planning	2015	2019	Affordable Housing, Non-Housing Community Development	All five Revitalization Areas	Improve vibrancy and amenities in LMI areas	CDBG: \$600,000	Other

Program Goals

1	Goal Name	Program Delivery
	Goal Description	To successfully develop, staff, implement, and monitor the overall performance of all CDBG and HOME programs.
2	Goal Name	Housing Code Enforcement
	Goal Description	To improve neighborhood conditions and improve exterior housing quality to reduce blight and improve property values. This effort is to improve living conditions in neighborhoods and arrest decline in targeted low- and moderate-income areas due to housing code violations; abandoned inoperable vehicles; citizen complaints regarding refuse and weed control; and code issues related to rental properties.
3	Goal Name	Rehabilitation of existing rental units
	Goal Description	Rehabilitation of vacant, dilapidated rental units to preserve affordable housing.
4	Goal Name	Production of new rental units
	Goal Description	This activity would consist of rental rehabilitation of vacant downtown residential space into rental units.
5	Goal Name	Rehabilitation and repair of homeowner housing
	Goal Description	Rehabilitation and repair of homeowner housing includes preserving low- and moderate-income homeowners in their housing as well as the acquisition, redevelopment and resale of owner-occupied housing. It includes complete up to housing code rehabilitations funded by the HOME program and minor home repair for health and safety issues funded by the CDBG program.
6	Goal Name	Rental Assistance
	Goal Description	Provide rental assistance to help homeless people and other low-income people working with service providers to increase their income and/or to achieve housing stability. First month's rents and security deposits help people in need of stable housing to be able to afford the initial costs to obtain rental housing.

7	Goal Name	Demolition
	Goal Description	Demolish blighted vacant and abandoned buildings. High priority buildings that will help stabilize neighborhoods and property values will be selected for demolition.
8	Goal Name	Public Infrastructure / Street improvements
	Goal Description	Improvements in public infrastructure including street and sidewalk reconstruction to support healthy and attractive neighborhoods and to support affordable housing efforts.
9	Goal Name	Public Services
	Goal Description	Funding of supportive services to promote fair housing, housing stability, access to employment and improved neighborhood conditions.
10	Goal Name	Placemaking and strategic planning
	Goal Description	Conduct activities with neighborhood and community groups to promote placemaking and to fund housing and other community studies that facilitate planning in LMI neighborhoods. Strategic planning could also include work with collaborative community partners to address homelessness or other social issues. The City will fund its planning and administrative personnel associated with the planning and preparation of the Consolidated Plan, Annual Action Plans, and related reports to HUD.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

For the 2015 Program Year, the City of Battle Creek will assist 25 low to moderate income households with affordable housing through the HOME program.

Community Action/Homeowner Rehabilitation: Four homeowners with homeowner rehabilitation

Calhoun County Land Bank ADR: One homebuyer

Neighborhoods, Inc. Rental Rehab: Two low-income renters households

Tenant Based Rental Assistance: 18 low-income households

Each year of the 2015-2019 Consolidated Plan, the City of Battle Creek proposes to help approximately 25 low to moderate income households in projects funded by the HOME program.

SP-50 Public Housing Accessibility and Involvement – 91.215(c)

Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)

As of June 2014, the Battle Creek Housing Commission owns and manages 320 public housing units, administers 655 Housing Choice Vouchers, and owns and manages 55 units of scattered site homeowner units. Five percent of units in each development are required to be accessible in accordance with ADA requirements. All of the Housing Commission's developments meet the 5% requirement.

Activities to Increase Resident Involvements

Bulletin boards and monthly newsletters inform public housing residents of activities and opportunities within the housing commission and the community. Services such as meals and medical checks are provided by community organizations. Resident activities such as bingo and potlucks are organized by resident committees. Resident input is obtained during the preparation of the Commission's five-year plan and prioritization of work items utilizing Capital Fund Program grants through tenant meetings. A public meeting is held annually before submission of the Annual Plan.

Is the public housing agency designated as troubled under 24 CFR part 902?

No. The Battle Creek Housing Commission is not now and has never been designated as a troubled public housing agency.

SP-55 Barriers to affordable housing – 91.215(h)

There are a number of State and local regulations designed to promote the orderly development and maintenance of safe, decent and sanitary housing in the community. Sometimes these regulations can act as barriers to affordable housing. That does not appear to be the case in Battle Creek.

To eliminate duplication, the City uses the building codes established by the State for uniform construction standards. These standards parallel the three National Code standards and are minimum provisions to ensure general safety for the public. The State codes and guidelines are also appealable to the State. Consequently, the City's building codes do not appear to hinder the development or preservation of affordable housing.

Likewise, the locally established Minimum Housing Code does not create a barrier for affordable housing. These standards parallel the International Property Maintenance Code (IPMC) and are minimum requirements established to preserve and promote the public health, safety, comfort, personality and general welfare of the people. Their enforcement is necessary to preserve and encourage the private/public interests in housing and its maintenance. At the same time, these standards are appealable, locally, to ensure there are no undue hardships.

The City's zoning and land-use codes promote the morals, aesthetics, prosperity, health, safety and general welfare of people in Battle Creek. These codes are constructed to allow compatible development throughout the community and are flexible enough to encourage redevelopment in the community's existing, established areas. This is evidenced by development in both the City's outlying and urban areas. These codes, like other local codes, are appealable locally to ensure equitable and fair treatment.

All residential properties are assessed on a citywide basis using market sales data of comparable properties in and around the immediate neighborhood. Citywide assessing appears to ensure an equitable treatment of residential property and provides an incentive to those who maintain and improve their properties.

The current public policies relating to housing and, in particular, affordable housing, do not appear to be excessive, exclusionary, or discriminatory nor do they duplicate any other policies.

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

The City of Battle Creek is participating in the Redevelopment Ready Communities initiative. This state-wide program promotes communities that are competitive and ready for redevelopment. The process and eventual certification ensures that a community is transparent, predictable, and efficient in their daily development practices, which includes having a streamlined development review process. The third-party review and potential regulatory and/or policy changes that will come out of this program will ensure that those coming forward to invest in property can do so as efficiently and expeditiously as possible.

The zoning ordinance is reviewed frequently to ensure there are no barriers to development. Changes have been made to various chapters that allow for flexibility in development practices to encourage a variety of uses.

Additionally, the 1997 master plan will be updated; part of this review will include research and recommendations for housing development and redevelopment, including the availability of diverse housing options and affordability levels.

SP-60 Homelessness Strategy - 91.215(d)

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Outreach to homeless people occurs mainly by the staff of the SHARE Center. They visit camps of homeless people and provide a Drop-In center with coffee, breakfast items, bathrooms, personal hygiene kits, complementary haircuts, meals, personal identification facilitation, computer lab, telephone services and laundry facilities. The SHARE Center offers certified peer support specialists, and recovery coaches who facilitate one-on-one and group sessions supporting recovery, in addition to case

management which coordinates care for homeless people requiring medical, behavioral and substance abuse services. The SHARE Center also facilitates enrollment into the Healthy Michigan Plan Medicaid expansion program, and provides the SHARE Center mailing address and phone number to the homeless individuals/families for enrollment/health plan information correspondence. The day shelter also works to engage people in employment services and coordinates housing solutions.

Annually in the fall, shelter providers organize a Homeless Health Fair with free haircuts, lunch, toiletries, blankets and other free items. This event is always widely attended and providers offer services to engage homeless people.

The U.S. Department of Veterans Affairs in partnership with the SHARE Center also annually organizes a Veteran's Stand Down which engages veterans in services and provides free items to people. The VA also has outreach staff who work with the shelters to enroll veterans in services.

Battle Creek has a number of meal programs that offer outreach services where individuals and families come for meals including the SHARE Center; Salvation Army Sally's Kitchen lunch program, Monday through Saturday; Upton Avenue Original Church luncheon program every Tuesday; St. Philip's Sunday Supper program; God's Kitchen; and St. Thomas Episcopal Church summer breakfast program, which provides a healthy breakfast when children/families are not able to receive school breakfasts. The ARK run by Catholic Charities in Kalamazoo also conducts monthly outreach to homeless and runaway youth.

Addressing the emergency and transitional housing needs of homeless persons

The City of Battle Creek's inventory of emergency and transitional beds is usually adequate to fill the need of people. There is a continuing need for case management to help people connect to housing, employment and services. Homeless providers work creatively to obtain private donations, government funding and foundation funding to fulfill their missions to help homeless people and others leaving unsafe home situations. They work constantly to maintain funding for their current inventory of shelter beds and services. The Haven of Rest is seeking funding for a residential substance abuse program for single women and women with children; they have identified a facility but are seeking ongoing programming funding.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

There is a shortage of safe, quality, affordable housing in Battle Creek for low-income families and individuals. Homeless people can seek housing assistance from Summit Pointe Housing located in the SHARE Center. A housing counselor will work with a family or individual to see if they qualify for available housing assistance. The SHARE Center has peer mentors that help people to work through their crisis. The first step is always to obtain Social Security cards and birth certificates.

The Haven provides case management to help families and individuals gain a regular income to pay for housing and to access community resources to help prevent further episodes of homelessness. Goodwill's Financial Opportunities Center has an excellent financial fitness program to help people work through debt and low credit scores. Legal Services provides legal services and eviction prevention. Women's Co-op provides support for women leaving poverty and seeking help through their store, volunteering and the Solutions Highway Program. Neighborhoods, Inc. of Battle Creek provides homeownership counseling for those interested and able to own their own home, and also rents units to people recovering from homelessness.

The Haven provides limited supportive permanent housing, currently three single family units for families and 15 units for individuals. The Haven is adding family units and has started a demonstration project with Neighborhoods in which the Haven provides case management to a low-income family, while Neighborhood's manages the rental housing enabling Neighborhoods to serve a higher-risk family.

As part of the Consolidated Plan strategy, the City of Battle Creek will run a Tenant- Based Rental Assistance (TRBA) program to provide first month's rent, security deposits and utility deposits to low-income and/or homeless people engaged in an employment training program and housing case management to increase the available housing resources connecting people to housing.

As part of the City's code enforcement activities, Battle Creek will be strengthening the numbers of registered rentals to increase the safety and quality of rental housing in its neighborhoods.

Homeless providers will work with the Battle Creek Housing Commission to fill vacancies in the public housing inventory for large bedroom units and senior and disabled housing. Homeless providers will work with the Housing Commission when it opens its Section 8 waiting list again to have families and individuals sign up.

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs

The four organizations that are the major sources of homelessness prevention in the Greater Battle Creek Homeless Coalition include Neighborhoods, Inc., which provides foreclosure counseling and helps people restructure their debt and mortgages; Goodwill Financial Opportunities Center which also provides budget and foreclosure counseling; Legal Services which provides legal intervention and education about foreclosures and evictions; and Summit Pointe Housing is the Housing Access Resource Agency (HARA) for Calhoun County which and provides eviction prevention services and help for homeless people to find housing. Summit Pointe Housing helps homeless people through four funding streams, three of which receive funding from the Michigan Housing Development Authority (MSHDA).

- MSHDA Emergency Solutions Grant (ESG) HARA Eviction Prevention helps households avoid eviction and prevent homelessness (\$17,700).

- MSHDA ESG Financial Assistance Program provides security deposit funding and up to three months rent (\$35,818).
- HUD Continuum of Care funding for the Homeless Housing Assistance Project funds security deposits up to \$350 for people who are homeless and diagnosed with a serious mental illness (\$42,000).
- MSHDA Housing Assistance Fund helps people at risk of homelessness apply to MSHDA for up to \$1,500 for back utilities and moving costs.

The Homeless Coalition has negotiated discharge protocols with local police departments and hospitals in past years. There is a need to reexamine them with the Calhoun County Jail, Calhoun County Sheriff's Department, the Battle Creek Police Department, and the two local hospitals, Bronson Battle Creek near downtown and Oakland Hospital in Marshall. Integrated Health Partners provided medical case management and follow-up to frequent users of emergency rooms. Work needs to be done with all of these organizations to provide greater homeless prevention services.

The Haven's Jail Ministry works with people in Calhoun County's jail who do not have a place to live after release. CityLinC runs a Second Wind program that links people released from jail with employment and community connections.

SP-65 Lead-based paint Hazards – 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

Any housing unit that is rehabilitated, modernized, weatherized, or reconstructed using City or entitlement dollars must address lead paint hazards that are present. When Lead Inspections/Risk Assessments are required, they are done before work begins and when finished a Lead Clearance is required, all provided by a licensed Lead Inspector. All sub-recipients must comply with federal regulations for lead hazard reduction and/or abatement in an effort to reduce the hazards of lead paint in the community. Every homeowner is provided a pamphlet education about the lead risks before any rehabilitation work begins.

How are actions listed above related to the extent of lead poisoning and hazards?

Lead poisoning continues to be a risk in Battle Creek because 79.6% of housing was built prior to 1978, however testing of children is up considerably across the state and the percentage of children with lead poisoning is less than 1/10th of what it was ten years ago. In 2012, 4.5% of children under the age of six tested in Battle Creek had elevated blood levels for lead of 5 ug/dL or higher. This is the same as the percentage of children at the State level, but considerably less than the percentage of children with elevated levels in Michigan's fourteen target communities, which is 8.1%.

Lead-based paint in homes is one potential source of lead poisoning for children. The sale of lead-based paint was banned by law in 1978. However, its use was curtailed significantly after the 1950s. Lead was

used only in oil-based paints and was used to hold the color in the paint; it therefore, was primarily used in bright color, exterior paints. Most interior paints prior to 1978 were of a subdued color and were less likely to contain lead than exterior paints. It should be stressed that having lead-based paint in a dwelling does not necessarily constitute a health hazard. Lead-based paint only becomes a health issue when it is ingested or inhaled.

Even low levels of lead are known to significantly affect a child's IQ, reading and learning abilities, attention span, and behavior. Exposures during infancy can affect the basic development of the brain and nervous system. Effects may be irreversible, affecting performance in school and later in adult life. A blood lead level greater than or equal to 5 micrograms per deciliter is classified by the Centers for Disease Control and Prevention as a level of concern and warrants attention.

The City will continue to promote awareness of lead poisoning and hazards and require contractors to have the appropriate training. In the past, the City has provided training or paid for training in lead safe practices for area contractors, however we have found that lead training has become a generally accepted practice among contractors in the area and do not see a need to continue at this time.

How are the actions listed above integrated into housing policies and procedures?

The City of Battle Creek will continue to insist, and verify through monitoring, that all CDBG and HOME funded housing rehabilitation programs will comply with 24 CFR Part 35, Requirements for Notification, Evaluation and Reduction of Lead-Based Paint Hazards in Federally Owned Residential Property and Housing Receiving Federal Assistance. The City requires all contractors working on federally-funded projects that will involve the disturbance of painted surfaces identified as containing lead to be licensed as Lead Abatement Contractors and have properly trained and certified workers and supervisors.

SP-70 Anti-Poverty Strategy – 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

According to the 2009-2013 American Communities Survey (ACS), 22.1% of people in Battle Creek live in poverty. With an estimated population of 51,848, this means approximately 11,485 people. The United Way has also looked at the working poor, or those just above the poverty line who also struggle to make ends meet. ALICE, an acronym for Asset Limited, Income Constrained, Employed, identifies households that earn more than the U.S. poverty level but less than the basic cost of living for the community. Of the 20,717 households in the Battle Creek area, 26% or 5,386 of them are above poverty, but still struggle to make it economically, fitting the ALICE definition.

For affordable housing, the U.S. Department of Housing and Urban Development (HUD) uses a formula that looks at area medium income. In 2013, Battle Creek's area medium income was \$37,814. The chart below compares poverty guidelines and percentages of area medium incomes.

The first line of support for families experiencing a crisis is cash benefits through Calhoun County office of the Michigan Department of Health and Human Services. At DHHS, families access Medicaid, Temporary Assistance for Needy Families (TANF) cash benefits, State Emergency Relief for utility and rent assistance, and the Supplemental Nutrition Assistance Program (SNAP, formerly known as Food Stamps).

Of people in poverty, 34.3% are African American, 18.8% are white. 41.4% are living in female headed households and 8.3% are married couples. 7.7% have a disability. In terms of housing, 62.6% of residents in poverty rent and 29.3% are homeowners. The assumption is that the remaining people are double up with friends or family, or are homeless.

The U.S. Bureau of Labor Statistics reports the unemployment rate in Battle Creek as 5.3%, or 3,525 people, for December 2014. The unemployment rate peaked in Battle Creek in December 2009 at 12.1%. The BLS reports a labor participation rate of 65.8% of all working age adults in Battle Creek for December 2014.

Battle Creek has Kellogg Community College (KCC), the KCC Regional Manufacturing Technology Center, and the Calhoun County Technological Center helping to equip those in need with job skills. The Women's Co-op and Goodwill Industries EDGE program are helping equip those in poverty with skills and transportation to obtain good jobs.

The Battle Creek community, and funding available through the W.K. Kellogg Foundation, has put a focus on helping children in poverty. Through the Great Start Collaborative, services for young children have been coordinated with increases in state funding for home visits for families with children to teach parenting skills and which growth milestones parents should be helping their children obtain. Openings for free or low-cost preschool for income eligible three and four year old children has been expanded helping all children get ready for Kindergarten.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

CDBG- and HOME- funded programs serve as the cornerstone of the City's effort to address poverty and community development needs. The City's Community Development funded programs are structured around supporting and improving neighborhood conditions in low- and moderate- income areas of Battle Creek.

Code Compliance works to improve the condition of housing in all areas of the city but especially in distressed areas. The City's Minor Home Repair program is paired with Code Compliance and offers grants of up to \$5,000 (and up to \$12,000 for roofs) to households unable to afford code orders to repair. Code compliance works to ensure that rental housing is safe for families and not a drain on neighborhoods.

CDBG funding is also used for street repair and demolition of vacant buildings to help stabilize and improve neighborhood conditions.

The HOME program helps to develop units of affordable housing by rehabilitating buildings for homeownership and rental units. The HOME program also funds tenant-based rental assistance to help very low-income and/or homeless households afford quality rental housing.

Neighborhood Planning funding through the CDBG program provides housing and market studies that help the City and community learn what is happening in the housing market and plans for housing and neighborhood improvements. Fair housing services are also provided through Neighborhood Planning.

Housing is more than just shelter; stable housing improves people’s physical and mental health, and allows people to focus on school and employment. Stable housing is the foundation on which people can grow and contribute to the community.

Figure 18: Income Limits/Poverty Guidelines

FY 2015 Income Limits/Poverty Guidelines by Household Size for Calhoun County

Income Limit Category	Persons in Family							
	1	2	3	4	5	6	7	8
Extremely Low Income Limits	\$ 11,770	\$ 15,930	\$ 20,090	\$ 24,250	\$ 28,410	\$ 31,450	\$ 33,650	\$ 35,800
HHS Poverty Guidelines 100% of Poverty	\$ 11,670	\$ 15,730	\$ 19,790	\$ 23,850	\$ 27,910	\$ 31,970	\$ 36,303	\$ 40,090
Very Low (50%) Income Limits	\$ 19,000	\$ 21,700	\$ 24,400	\$ 27,100	\$ 29,300	\$ 31,450	\$ 33,650	\$ 35,800
60% of area median income	\$ 22,800	\$ 26,040	\$ 29,280	\$ 32,520	\$ 35,160	\$ 37,740	\$ 40,380	\$ 42,960
Low (80%) Income Limits	\$ 30,350	\$ 34,700	\$ 39,050	\$ 43,350	\$ 46,850	\$ 50,300	\$ 53,800	\$ 57,250

The Calhoun Great Start Collaborative is a coordinated group of business, philanthropic and faith based organizations, educators, community members, parents and family members that all share the philosophy that it takes the whole community to ensure every child has a Great Start in their lives. The collaborative is focused on the fact that the first 2,000 days between birth and kindergarten, 90% of a child’s brain is developed. Brain research shows us how the nutrition, medical care, nurturing and quality early learning experiences children receive during this critical period literally shapes the way their brains will function. The collaborative works through parent coalitions, early childhood connections, great start ready teams and community partners to have all children safe, healthy, prepared and eager to succeed in school and life.

Children who spend extended periods of time in poverty are more likely to be troubled with health and lower educational outcomes, and disadvantages during childhood linger into adulthood.

The Battle Creek community works together to ensure that no one goes to bed hungry through a series of community food pantries run by churches, the Salvation Army and the Neighborhood Food Pantry system. Families and individuals can receive a week’s worth of groceries every 30 days. In the 2010-2012 ACS, 28% of Battle Creek households received SNAP food benefits during the last 12 months.

The Burma Center and VOCES work with Burmese and Hispanic immigrants to incorporate their skills into the community and economy.

SP-80 Monitoring – 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City recognizes that monitoring must be carried out on a regular basis in order to ensure that statutory and regulatory requirements are being met. It is critical that correct and complete information is being reported through the Integrated Disbursement and Information System (IDIS). The Community Development Department is responsible for completing the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance Evaluation Report (CAPER). The Community Development Department works closely with its sub-recipients and other City Departments funded with HUD dollars. Technical assistance is provided when problems and challenges arise.

The City requires a quarterly report from all its sub-recipients that details progress of project implementation. At the completion of each project, demographic data is collected on persons served. The fourth-quarter report requires reporting on contracts to women and minority owned businesses and any Section 3 employment opportunities provided to low-income people and business concerns. Funding draws are carefully reviewed when received. Documentation is kept for all funding requests.

Annually, Community Development staff conducts on-site monitoring of each activity funded with federal dollars for both internally funded programs and external sub-recipients. This monitoring includes reviewing program files, procurement procedures and files, audit reports, progress implementing grant milestones and funding draws. As needed, interviews with clients are held. Each rehabilitation or construction project is inspected at the end of construction by the City's Rehabilitation Coordinator to ensure the rehabilitation is complete and fulfills housing code requirements. Mid-construction inspections are also often conducted.

Following every monitoring, a monitoring letter is sent to the sub-recipient explaining any concerns or findings. A finding is defined as a program element which does not comply with a federal statute or regulation. A concern is either a potential finding or a program weakness which should be improved to avoid future problems. If concerns or findings are cited, procedures for correcting the violation, along with a timeline for compliance, are presented to the sub-recipient.

The City's Community Development Department works with the City's Purchasing Department for procurement of goods and services including grants and contracts funded through the CDBG and HOME programs. The City's Purchasing Department strives to include, to the maximum extent feasible, minorities and women and entities owned by minorities and women.

Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

The City of Battle Creek’s Community Development Department administers the federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) formula grant programs. Other federal funds provided through the U.S. Department of Housing and Urban Development (HUD), not administered by the City of Battle Creek but included in the Consolidated Plan, include Continuum of Care Homeless Assistance which provides funds to the Haven of Rest, S.A.F.E. Place and Summit Pointe’s housing and homeless programs; and public housing and rental vouchers provided through the Battle Creek Housing Commission. The Battle Creek Housing Commission in partnership with the VA Medical Center, located in the Fort Custer area of Battle Creek, jointly administer HUD-VASH Housing Choice vouchers.

Table 49: Anticipated Federal Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1			Remainder of Con Plan	Narrative Description
			Annual Allocation:	Prior Year Resources:	Total:		
CDBG	public - federal	Acquisition, Admin and Planning, Economic Development, Housing, Public Improvements, Public Services	\$1,100,772	\$30,000	\$1,130,772	\$4,400,000	CDBG funds program delivery costs, code compliance, minor home repair, street reconstruction and demolition.
HOME	public - federal	Acquisition, Homebuyer assistance, Homeowner rehab, Multifamily rental/new construction, Multifamily rental rehab, New construction for ownership, TBRA	\$211,892	\$197,273	\$409,165	\$840,000	HOME funds major rehabilitation of homes for homeowners, homebuyers and rental. Sub-recipients conduct activities under contract with the City.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1			Remainder of Con Plan	Narrative Description
			Annual Allocation:	Prior Year Resources:	Total:		
McKinney-Vento	public - federal	Public Services	\$54,385	\$0	\$54,385	\$271,925	Federal competitive grant funds through the Michigan Department of Education. Provides support to local shelters, the back pack program and store purchase cards to provide homeless children needed school supplies and clothes.
Continuum of Care	public - federal	Public Services, Other	\$364,610	\$0	\$364,610	\$1,458,440	This is Continuum of Care funding for: S.A.F.E. Place, CLASS \$79,915 Summit Pointe Housing, Homeless Housing Assistance Project \$42,000; The Haven, Life Recovery Program for Men, \$161,158; The Haven, Women and Families in New Life, \$81,537
HUD-VASH	public - federal	Housing, TBRA	\$480,000	\$0	\$480,000	\$2,400,000	The HUD-VASH program combines HUD funded Housing Choice Vouchers for homeless veterans with case management and clinical services provided by the VA at its medical center and community clinics. The VA Medical Center refers eligible HUD-VASH families to the Battle Creek Housing Commission.

MSHDA ESG	public - federal	TBRA, Other	\$103,720	\$0	\$103,720	\$414,880	Each year providers apply through the Continuum of Care for: Summit Pointe Housing HARA: \$17,700; Summit Pointe Housing Assistance: \$35,818; Summit Pointe Continuum of Care Administration: \$7,547; Haven of Rest Case management: \$10,000; Share Center Case management and Outreach: \$33,355
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Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

When it established the HOME Investment Partnership Program, Congress intended to establish a partnership between the federal government, states, units of local government and nonprofit organizations to expand the supply of affordable housing for low-income families. According to 24 CFR §92.218, contributions must be made to qualified housing in an amount equal to 25% of appropriated HOME funds drawn down for housing projects. These contributions are referred to as match. To be considered eligible match, a contribution must be made from nonfederal sources and must be made to housing that meets HOME program requirements.

In many program years, because of its higher poverty, Battle Creek has qualified as a distressed community by Congress and has had its HOME match requirement reduced 50% to 12.5%. The City of Battle Creek has been able to “bank” excess match documented in previous program years so that it has not had to record match in recent grant cycles. Match is documented and recorded as it is earned.

In 2015, HOME match will be in the form of “as is” housing units contributed to acquire, rehab and resale property and a rental rehabilitation of a duplex. The City has signed a Memorandum of Understanding with Neighborhoods, Inc. of Battle Creek, a Community Housing Development Organization to count its production of affordable housing outside of the HOME program as match. In the 2015 program year, the Calhoun County Land Bank Authority will count the "as is" condition of the property at 153 N. McKinley as match and Neighborhoods, Inc. will count the "as is" condition of property at 79 Harvard.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The Calhoun County Land Bank Authority owns a vacant building at 153 N McKinley and this property is proposed to be rehabilitated and resold to a qualified homebuyer with HOME funds in Program Year 2015. This project will generate program income. Other properties in future years will be rehabbed, if they can cost effectively be rehabilitated and returned to productive use.

Discussion: The Calhoun County Intermediated School District administers the McKinney-Vento Homeless Assistance Act in partnership with the Haven and S.A.F.E. Place. Summit Pointe is the fiduciary for the Continuum of Care funding. The Housing Solutions Board of the Battle Creek Homeless Coalition, a work group of the Coordinating Council of Calhoun County, oversees the grant decision making and writing for the HUD Continuum of Care funding, and Emergency Solutions Grants. This federal funding has been flat funded for several years. In 2013, the Continuum of Care lost \$30,000 in annual support for implementation of the Homeless Management Information System (HMIS). Participation in HMIS is a requirement for receiving HUD Continuum of Care and Emergency Solutions Grant funding. HMIS is administered for the State of Michigan by the Michigan Coalition Against Homelessness.

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Program Delivery	2015	2019	Program Administration			CDBG: \$98,597 HOME: \$21,189	
2	Housing Code Enforcement	2015	2019	Affordable Housing Non-Housing Community Development	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area	Improve property conditions in LMI neighborhoods. Reduce blighted vacant and abandoned buildings Preserve affordable housing Ensure the safety of rental housing Improve vibrancy and amenities in LMI areas	CDBG: \$341,927	Other: 14545 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Rehabilitation of existing rental units	2015	2015	Affordable Housing	Fremont/McKinley Revitalization Area	Reduce blighted vacant and abandoned buildings Preserve affordable housing Help people access affordable housing	HOME: \$171,273	Homeowner Housing Rehabilitated: 2 Household Housing Unit
4	Rehabilitation and repair of homeowner housing	2015	2019	Affordable Housing	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area	Improve property conditions in LMI neighborhoods. Reduce blighted vacant and abandoned buildings Preserve affordable housing Help LMI households sustain their housing Help people access affordable housing	CDBG: \$438,691 HOME: \$190,000	Homeowner Housing Rehabilitated: 65 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Rental Assistance	2015	2019	Affordable Housing Homeless	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area	Ensure the safety of rental housing Help people access affordable housing	HOME: \$26,703	Tenant-based rental assistance / Rapid Rehousing: 18 Households Assisted
6	Demolition	2015	2019	Non-Housing Community Development Blight elimination		Improve property conditions in LMI neighborhoods. Reduce blighted vacant and abandoned buildings	CDBG: \$30,000	Buildings Demolished: 4 Buildings
7	Public Infrastructure / Street improvements	2015	2015	Non-Housing Community Development	Fremont/McKinley Revitalization Area North Central Revitalization Area	Improve property conditions in LMI neighborhoods. Infrastructure that supports affordable housing	CDBG: \$100,000	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 54 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	Placemaking and strategic planning	2015	2019	Affordable Housing Non-Housing Community Development		Improve Fair Housing awareness and accountability Increase community engagement Infrastructure improvements: placemaking Support collaborative homelessness efforts	CDBG: \$121,557	

Table 50 – Goals Summary

Table 51: Goal Descriptions

1	Goal Name	Program Delivery
	Goal Description	This provides funding to the City to provide necessary staffing to develop, implement and monitor the overall performance of the CDBG and HOME programs.
2	Goal Name	Housing Code Enforcement
	Goal Description	Code Compliance is focused on improving neighborhood conditions in targeted low- and moderate-income areas.
3	Goal Name	Rehabilitation of existing rental units
	Goal Description	This activity will be undertaken by Neighborhoods, Inc. to rehabilitate a two, two bedroom apartment duplex to provide rental housing for an affordability period of 15 years.
4	Goal Name	Rehabilitation and repair of homeowner housing
	Goal Description	Activities planned to meet this goal are the CDBG funded Minor Home Repair and the HOME funded homeowner rehab programs and acquisition/development/resale.
5	Goal Name	Rental Assistance
	Goal Description	Activities to meet this goal is HOME funded Tenant-Based Rental Assistance for first month rent and security deposits.
6	Goal Name	Demolition
	Goal Description	The CDBG program will fund demolition of up to four strategically located dangerous buildings that are vacant and abandoned.
7	Goal Name	Public Infrastructure / Street improvements
	Goal Description	Two streets in targeted low- and moderate-income neighborhoods will be reconstructed and sidewalks repaired.
8	Goal Name	Placemaking and strategic planning
	Goal Description	The activity to obtain this goal is Neighborhood Planning. This City function provides the necessary management to conduct specific studies related to the overall program design of the comprehensive planning process and the development of the Consolidated Plan, involving Neighborhood Planning Councils, civic organizations, individuals and other boards, commissions and committees.

AP-35 Projects – 91.220(d)

For the 2015 Program Year, which runs from July 1, 2015 to June 30, 2016; the City of Battle Creek will receive approximately \$1.1 million in CDBG funding and \$212,000 in HOME Investment Partnership funding. With CDBG funding it will provide General Administration for Community Development, Strategic Planning, Code Enforcement in targeted low- and moderate-income areas, Minor Home Repair for exterior repairs and to address health and safety items. Funding will provide Street reconstruction of Seedorf and Bryon Streets, and demolition of four vacant and abandoned buildings. In the HOME program, the City will partner with community organizations to rehabilitate affordable housing and provide rental assistance in the form of first month’s rent and security deposits. With Community Action, the City will fund the rehabilitation of four houses owned by low-income home owners. With the Calhoun County Land Bank Authority, the City will fund the rehabilitation of a vacant, land-banked property at 153 N McKinley and its resale to a qualified homebuyer. With Neighborhoods, Inc.; the City will fund with reallocated HOME dollars the rehabilitation of two, two bedroom rental units in a duplex at 79 Harvard. The City will issue a request for proposals to identify a partner to administer the supportive services and work with up to 18 households to provide tenant based rental assistance by providing first month’s rent and security deposits.

Table 52: Projects

#	Project Name
1	General Administration (CDBG)
2	Strategic Planning
3	Code Enforcement
4	Housing Rehabilitation Administration
5	Housing Rehabilitation Minor Home Repair
6	Street Reconstruction Program
7	Demolition Program
8	General Administration and Planning (HOME)
9	Community Action/ Home Owner Rehabilitation
10	Calhoun County Land Bank/Acquisition/ Development/Resale
11	Neighborhoods, Inc./Rental Rehabilitation
12	Tenant-Based Rental Assistance

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

There is limited public funding available for community development activities and the problems to be addressed in neighborhoods are complex and numerous. Solutions are based on giving neighborhoods tools to address blight by funding Code Compliance, Minor Home Repair for those who cannot afford to repair their homes, Street Reconstruction and Demolition with CDBG funding. CDBG funding is also used for program delivery costs and strategic planning for 20% of the CDBG allocation. For the HOME program, which has seen decreased funding in most years, activities are allocated to preserve affordable housing by funding rehabilitation of housing and by providing tenant-based rental housing in partnership with nonprofit organizations.

While almost all funded activities occur in low- and moderate-income areas, the unmet need is large. The City has registered 808 vacant buildings; 1,264 people experienced homelessness in 2014; and, approximately 3,550 households are severely housing cost burdened meaning that they pay over 50% of their income in housing and utility costs. Funds are targeted to be strategically used to address community needs. The 2014 public engagement process and needs assessment informed these allocation priorities and the strategies to address priority needs.

AP-38 Project Summary

1	Project Name	General Administration (CDBG)
	Target Area	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area
	Goals Supported	Program Delivery
	Needs Addressed	Improve property conditions in LMI neighborhoods. Reduce blighted vacant and abandoned buildings Preserve affordable housing Ensure the safety of rental housing Help LMI households sustain their housing Help people access affordable housing Improve Fair Housing awareness and accountability Improve vibrancy and amenities in LMI areas Public services to access housing and employment Increase community engagement Infrastructure improvements: placemaking Support collaborative homelessness efforts
	Funding	CDBG: \$98,597
	Description	The function of this City activity is to provide necessary staffing to develop, implement and monitor the overall performance of all Community Development Block Grant programs within the City. This activity is eligible under 24 CFR 570.206 and 24 CFR 570.208(a)(1).
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	These ensures program compliance and delivery for code compliance (14,545 low- and moderate-income people affected), Minor Home Repair (60 households assisted), street infrastructure improvement (54 households affected) and demolition (4 properties demolished).

	Location Description	Community Development activities are provided City wide.
	Planned Activities	The function of this City activity is to provide necessary staffing to develop, implement and monitor the overall performance of all Community Development Block Grant programs within the City.
2	Project Name	Strategic Planning
	Target Area	Citywide
	Goals Supported	Placemaking and strategic planning
	Needs Addressed	Increase community engagement Support collaborative homelessness efforts
	Funding	CDBG: \$121,557
	Description	This City function provides the necessary management to conduct specific studies related to the overall program design of the comprehensive planning process and the development of the Consolidated Plan, involving Neighborhood Planning Councils, civic organizations, individuals, and other boards, commissions and committees.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	There is citywide benefit to activities conducted under strategic planning include implementing of the Consolidated Plan requirements, conducting housing and market studies, facilitating the citizen engagement process, supporting Neighborhood Planning Councils and other community initiatives, and supporting collaborative efforts to address homelessness.
	Location Description	Activities occur citywide.
Planned Activities	Activities will include completing the 2015 Target Market Analysis, planning for Fair Housing work, engagement with the Greater Battle Creek Homeless Coalition and its Housing Solutions Board and other planning activities.	

3	Project Name	Code Enforcement
	Target Area	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area
	Goals Supported	Housing Code Enforcement
	Needs Addressed	Improve property conditions in LMI neighborhoods. Reduce blighted vacant and abandoned buildings Preserve affordable housing Ensure the safety of rental housing
	Funding	CDBG: \$341,927
	Description	The purpose of this activity is to provide effective staffing for the City's Neighborhood Code Compliance Division to continue its efforts to provide the citizens of Battle Creek with effective code enforcement, and to complement other Community Development activities in blighted and distressed areas. Code Compliance activities will occur in targeted low- and moderate-income neighborhoods. This activity will serve to arrest a decline in areas due to code violations, abandoned inoperable vehicles, citizen complaints regarding refuse and weed control, and code issues related to rental properties.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	Area benefit is calculated as the number of low- and moderate income individuals living in the targeted areas for code compliance. The population of these areas is estimated by the U.S. Census to be 22,935 with the estimated number of low- and moderate-income people to be 14,545.
	Location Description	This activity will be undertaken within the five revitalization areas within the city.
	Planned Activities	Code enforcement activities, include exterior housing and property inspections; the write up/resolution of violations of housing code, partnerships with community groups and the police department; and rental registration promotion and inspections.

4	Project Name	Housing Rehabilitation Administration
	Target Area	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area
	Goals Supported	Rehabilitation and repair of homeowner housing
	Needs Addressed	Improve property conditions in LMI neighborhoods. Preserve affordable housing Help LMI households sustain their housing
	Funding	CDBG: \$84,000
	Description	Provide staffing to carry out housing rehabilitation programs to undertake marketing, loan intake, processing, property inspections, cost estimating, contractor procurement, progress and final inspections, contractor pay requests, processing change orders and providing lead risk assessments and lead clearance when applicable.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	Housing Rehabilitation Administration oversees the Minor Home Repair program which will serve up to 60 households during the program year, inspections for HOME funded rehabilitation projects and the administration of previously funded rehabilitation projects.
	Location Description	The Housing Rehabilitation and Minor Home Repair program is offered citywide including the five target revitalization areas.

	Planned Activities	Provide staffing to carry out housing rehabilitation programs to undertake marketing, loan intake, processing, property inspections, cost estimating, contractor procurement, progress and final inspections, contractor pay requests, processing change orders and providing lead risk assessments and lead clearance when applicable.
5	Project Name	Housing Rehabilitation Minor Home Repair
	Target Area	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area
	Goals Supported	Rehabilitation and repair of homeowner housing
	Needs Addressed	Improve property conditions in LMI neighborhoods. Preserve affordable housing Help LMI households sustain their housing
	Funding	CDBG: \$354,691
	Description	This City of Battle Creek activity will provide grants and deferred loans to homeowners for necessary repairs. The primary focus will be exterior repairs for cited code violations and health and safety issues. All work will comply with HUD and EPA regulations including those that address the treatment of lead-based paint hazards, or potential hazards, and asbestos hazards. This activity also provides necessary funding to cover subsidies and defaults on all outstanding lender originated rehabilitation loans.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	60 low- to moderate-income homeowners will benefit from health and safety related home repair.

	Location Description	This activity will be available citywide.
	Planned Activities	The Minor Home Repair Program provides grant funds of up to \$5,000 for eligible, low-income homeowners to fix exterior Code Compliance orders to repair or other health and safety issues. Roofs are funded for replacement cost up to \$12,000. Most repairs are exterior or interior repairs of plumbing, mechanical, electrical, or accessibility issues such as handicap ramps or door modifications.
6	Project Name	Street Reconstruction Program
	Target Area	Fremont/McKinley Revitalization Area North Central Revitalization Area
	Goals Supported	Public Infrastructure / Street improvements
	Needs Addressed	Infrastructure improvements: placemaking
	Funding	CDBG: \$100,000
	Description	This proposed project will affect two neighborhoods: Northcentral and Fremont/McKinley. The entire length of Seedorf Street as well as Byron Street will be resurfaced. Repair of sidewalks will also be performed in both areas.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	54 households living on the two streets to be reconstructed will benefit as will others who drive over and through the neighborhoods.
	Location Description	The entire length of Seedorf and Bryon Streets will be resurfaced and the sidewalks repaired.

	Planned Activities	This proposed project will affect two neighborhoods: North Central and Fremont/McKinley. The entire length of Seedorf Street as well as Byron Street will be resurfaced. Repair of sidewalk trip hazards will also be performed in both areas.
7	Project Name	Demolition Program
	Target Area	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area
	Goals Supported	Demolition
	Needs Addressed	Reduce blighted vacant and abandoned buildings
	Funding	CDBG: \$30,000
	Description	This proposed project will provide funds for the demolition of up to 4 blighted vacant or abandoned buildings. These funds will be used in conjunction with code and housing rehab activities with the goal of arresting decline in areas targeted by the City as blighted and distressed.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	This is an area benefit from blight elimination activities.

	Location Description	Locations will be determined by a needs assessment. The City of Battle Creek has identified 802 vacant and abandoned buildings.
	Planned Activities	Demolition of up to 4 vacant and abandoned buildings.
8	Project Name	General Administration and Planning (HOME)
	Target Area	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area
	Goals Supported	Program Delivery
	Needs Addressed	Improve property conditions in LMI neighborhoods. Preserve affordable housing Help people access affordable housing
	Funding	HOME: \$21,189
	Description	The function of this City activity is to provide necessary staffing to develop, implement and monitor the overall performance of all HOME funded programs.
	Target Date	6/30/2016

	Estimate the number and type of families that will benefit from the proposed activities	General Administration funds the implementation and monitoring of the HOME program. For the 2015-2016 program year the HOME program plan to assist the following through contracts with subrecipients and developers, Community Action will assist up to four homes with major rehabilitation assisting 4 households. The Calhoun County Land Bank Authority acting as a developer will rehabilitate one vacant residential property and assist one homebuyer household. Reallocated HOME funding will be used by Neighborhoods, Inc., acting as a developer and CHDO, to rehabilitate a rental property which will provide two units of affordable rental housing with an affordability period of 15 years. A tenant-based rental assistance program will assist at least 18 households with first month rent and security deposits.
	Location Description	Locations of projects assisted are described under each individual activity.
	Planned Activities	This activity supports all the HOME funded projects.
9	Project Name	Community Action/ Home Owner Rehabilitation
	Target Area	Urbandale Revitalization Area
	Goals Supported	Rehabilitation and repair of homeowner housing
	Needs Addressed	Improve property conditions in LMI neighborhoods. Preserve affordable housing Help LMI households sustain their housing
	Funding	HOME: \$115,000
	Description	This activity will provide grants and forgivable loans to very low- and low-income homeowners up to \$20,000 to rehabilitate their homes and remediate lead-based paint hazard, up to \$15,000.
	Target Date	6/30/2016

	Estimate the number and type of families that will benefit from the proposed activities	Up to 4 low and moderate income homeowners will have their homes rehabilitated.
	Location Description	Community Action's Homeowner Rehabilitation program was targeted on the Urbandale Revitalization Area for the 2013, 2014 and 2015 program years. The City will seek to identify projects through the Minor Home Repair evaluation process and through code compliance efforts.
	Planned Activities	Up to 4 homes will be rehabilitated with HOME funding by Community Action.
10	Project Name	Calhoun County Land Bank/Acquisition/ Development/Resale
	Target Area	Fremont/McKinley Revitalization Area
	Goals Supported	Rehabilitation and repair of homeowner housing
	Needs Addressed	Improve property conditions in LMI neighborhoods. Reduce blighted vacant and abandoned buildings Preserve affordable housing
	Funding	CDBG: \$75,000

	Description	This activity will provide for the rehabilitation, and resale of one dilapidated property within the City. Upon completion of rehabilitation, this property will be made available to low- to moderate income homebuyers. The property that has been identified for assistance is 153 N. McKinley Avenue in the Fremont/McKinley Revitalization area. When this property is sold to a low- to moderate- income homebuyer, program income will be generated.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	One family will benefit from homeownership. The neighborhood surrounding this currently vacant and abandoned property will also benefit from improved property values and neighborhood conditions.
	Location Description	This housing rehabilitation project will take place at 153 N McKinley Avenue.
	Planned Activities	The Calhoun County Land Bank Authority currently owns this property and will be contributing the "as is" value to the HOME program as match. The project will rehabilitate a single family home and resale it to a qualified low- to moderate- income family. The homebuyer will be assisted with at least \$1,000 of homebuyer assistance.
11	Project Name	Neighborhoods, Inc./Rental Rehabilitation
	Target Area	Fremont/McKinley Revitalization Area
	Goals Supported	Rehabilitation of existing rental units
	Needs Addressed	Improve property conditions in LMI neighborhoods. Reduce blighted vacant and abandoned buildings Help people access affordable housing
	Funding	HOME: \$171,273

	Description	This activity will provide for the rehabilitation of one or more dilapidated rental properties within the City. Upon completion of rehabilitation, these properties will be made available to low-income renters for a period of 15 years. This project will rehabilitate 79 Harvard to provide two, two bedroom apartments. 79 Harvard is currently vacant. This project reallocates funds previously awarded to Neighborhoods, Inc.
	Target Date	6/30/2016
	Estimate the number and type of families that will benefit from the proposed activities	Two families will be assisted with affordable housing after the two unit vacant duplex is rehabilitated.
	Location Description	The property to be assisted is 79 Harvard in the Fremont/McKinley Revitalization Area
	Planned Activities	Rehabilitation of a two unit apartment building.
12	Project Name	Tenant-Based Rental Assistance
	Target Area	Post/Franklin Revitalization Area Fremont/McKinley Revitalization Area North Central Revitalization Area Wilson/Coburn Revitalization Area Urbandale Revitalization Area
	Goals Supported	Rental Assistance

Needs Addressed	Help people access affordable housing
Funding	HOME: \$26,703
Description	This activity will provide grants up to \$1,500 for security deposit, first month rent and utility deposits for eligible very low-income and homeless individuals in need. The focus will be on increasing access to decent housing for families that are already working with a local service provider to secure employment or employment training, recover from domestic violence, escape homelessness, recover from substance abuse or to address housing insecurities resulting from age or disability.
Target Date	6/30/2016
Estimate the number and type of families that will benefit from the proposed activities	Approximately 18 households will benefit from first month rent and security deposits.
Location Description	Housing will be available city wide at the beneficiary's choice.
Planned Activities	Tenant Based Rental Assistance will provide security deposits and first months rent and utility deposits to help people engaged in a service program to be stable in safe, quality housing.

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

All programs except the Minor Home Repair program are limited to the five revitalization areas described in the City's five-year Consolidated Plan. The Minor Home Repair program is available anywhere within the city limits to any low- or moderate-income owner-occupied household that meets the eligibility criteria. Revitalization areas have a risk of deterioration rating of "medium" or "high" and are designated as low- and moderate-income (LMI) areas (population is 51% or more LMI). These areas are located in the neighborhoods in and around downtown and Urbandale.

Geographic Distribution

Target Area	Percentage of Funds
Post/Franklin Revitalization Area	12
Fremont/McKinley Revitalization Area	32
North Central Revitalization Area	16
Wilson/Coburn Revitalization Area	12
Urbandale Revitalization Area	20

Table 51 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Most geographies are receiving the same resources and are being targeted with the same programs with the exception that Urbandale is being targeted by Community Action's Home Repair program; Neighborhoods Inc. and the Calhoun County Land Bank Authority are each doing a substantial rehab in Fremont/McKinley; and the City's Department of Public Works is doing CDBG-funded streets projects in Fremont/McKinley and the North Central Revitalization Areas. These projects are targeting areas where there is a specific need or an opportunity to fulfill a goal of the Consolidated Plan.

Discussion: While the 2015-2019 Consolidated Plan is the first time the City has formally recognized the five revitalization target areas, the City has been working in these neighborhoods for a long time. Each area is represented by a Neighborhood Planning Council where neighborhood residents, police officers, City Commissioners and City staff meet monthly to discuss neighborhood and city issues and initiatives. Each Neighborhood Planning Council was part of the citizen engagement process for the 2015-2019 Consolidated Plan.

AP-55 Affordable Housing – 91.220(g)

In 2015-16 the majority of people and families that will benefit from affordable housing resources will be homeowners seeking assistance with home repairs and individuals in need of financial assistance to access rental housing. Community Action's Home Repair program will be focused in the Urbandale neighborhood and will offer major housing rehab to eligible low- or moderate-income homeowners. The City's Minor Home Repair program will focus on smaller projects that address housing code violations and other housing deficiencies related to health and safety. A Tenant-Based Rental Assistance program will be offered that provides first month's rent and security deposit to individuals being served by partnering local social service providers.

Two major rehabilitation projects are planned that will result in a total of three units of housing. These projects are expected to result in affordable housing options for low- or moderate-income households, as well as produce an area-wide benefit by turning a deteriorating property into one of the best homes on the block. These projects are in the NSP2 primary target neighborhood and on blocks that have received significant investment in the past four years through the NSP program.

One Year Goals for the Number of Households to be Supported	
Homeless	18
Non-Homeless	42
Special-Needs	25
Total	85

Table 52 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	18
The Production of New Units	0
Rehab of Existing Units	67
Acquisition of Existing Units	0
Total	85

Table 53 - One Year Goals for Affordable Housing by Support Type

Discussion: As discussed in the needs assessment, the most common housing problem in the City is severe housing cost burden, where residents pay more than 50% of their household income for housing and utility costs. This problem is more prevalent among renters (2,245 households) than homeowners (1,260). However, this is largely the result of renters generally having lower incomes than homeowners. Many of the target revitalization areas have low or falling home values, which make the repair of older homes cost prohibitive. Hence, Battle Creek has an oversupply of older homes in poor repair and a large number of vacant buildings.

AP-60 Public Housing – 91.220(h)

The Battle Creek Housing Commission is a medium-sized housing authority which owns and manages 320 units of public housing with family units at Parkway Manor and Northside Homes and elderly and disabled housing at Cherry Hill Manor and Kellogg Manor. The Housing Commission also administers 655 Housing Choice vouchers, including 170 HUD-VASH vouchers. It also owns and manages 55 of remaining single-family homes available for homeownership in a lease-to-purchase program. After maintaining a closed waiting list for several years, the Commission opened its waiting list in April 2015 and added 500 names of families in need of housing by a random, computerized lottery.

Actions planned during the next year to address the needs to public housing

The Battle Creek Housing Commission and the City of Battle Creek have a close working relationship and collaborate on joint projects including human resource services. There are no planned activities using federal CDBG or HOME funding in the next program year for public housing.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The Battle Creek Housing Commission provides opportunities for families who apply and qualify for entrance into the homeownership program. Fifty-five single family homes are scattered throughout neighborhoods in the Battle Creek area rented to qualified families with an option to purchase that is exercised at the option of the resident family. Residents must be employed and/or have a continuing source of income and remain employed throughout their rental term. Families assisted must have an income of at least \$18,000. Two, three and four bedroom units are available. All homes were constructed since 1990. Residents are responsible for all utilities and agree to perform all routine and non-routine maintenance. One hundred forty-five of these homes have already been converted from rental to homeownership by the resident families and this has proven to be a very successful program.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

The Battle Creek Housing Commission is not a troubled agency. While older, the housing commissions housing stock is in good condition.

Discussion: The Battle Creek Housing Commission has been a member of the Greater Battle Creek Homeless Coalition for a number of years and is a member of the Housing Solutions Board.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

During the 2015-2016 Program Year, Community Development staff will work with the Greater Battle Creek Homeless Coalition to evaluate its structure and implementation of the Continuum of Care of homeless assistance. In November 2006, as part of the statewide Michigan Campaign to End Homeless, the Coalition published a document, *A Place to Call Home: Calhoun County Plan to End Homelessness*. This work was funded by the W.K. Kellogg Foundation to develop a systemic approach to helping people solve the problems that cause homelessness. It is time to evaluate and revise this plan and make an organizational assessment of the Coalition.

Battle Creek homeless providers do a quality job of providing services to people in need. Collaborative partnerships need to be strengthened and expanded. At the end of the ten year plan developed in 2006, there are still homeless people in need. Providers reported serving 1,264 homeless people in 2014, including 140 families consisting of 162 adults and 289 children, and 813 individuals. Of the individuals served, 187 were veterans.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including:

1) Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Outreach to homeless people occurs mainly by the staff of the SHARE Center. They visit camps of homeless people and provide a Drop-In center with coffee, bathrooms and laundry facilities. The SHARE Center is a safe and secure Drop-In center run by Drop-In, Self Help, Inc. (D.I.S.H.) with support from Battle Creek's community mental health authority, Summit Pointe. The SHARE Center is open daily from 8:00 am-8:00 pm. During bad weather, it stays open 24 hours a day. It provides computer access and free laundry services. Every Friday it serves dinner. The Drop-In center serves about 120 people per day. It also runs Café Can Do which offers 15 peer support specialists who work with consumers to make life changes. The SHARE Center works closely with the Department of Veterans Affairs to support all the veterans who use the Center. The SHARE Center is funded by the Michigan State Housing Development Authority's Emergency Solutions Grant. The SHARE Center also houses Summit Pointe's Housing program.

Staff at shelters engages people in services and help find housing. The H.O.P.E Team, a homeless outreach program of the Haven, works with church groups and the Salvation Army every other month to distribute items like sack lunches, bottles water, clothing or blankets depending on donations and what is appropriate for the weather at the time to homeless people living on the street and not in any of the shelters. This program is run in partnership with Emmett Street Missionary Church and participates in the annual Homeless Health Fair organized by the Homeless Coalition in November of each year.

It offers free haircuts, lunch, toiletries, blankets and other free items. This event is always widely attended and providers offer services to engage homeless people.

The U.S. Department of Veterans Affairs in partnership with the SHARE Center also annually organizes a Veteran's Stand Down which engages veterans in services and provides free items to people. The VA also has outreach staff who work with the shelters to enroll veterans in services.

Battle Creek has a number of meal programs that offer outreach services when people come to eat including the Salvation Army Sally's Kitchen lunch program, Monday through Saturday, God's Kitchen dinner program, and St. Philip's Sunday Supper.

2) Addressing the emergency shelter and transitional housing needs of homeless persons

The City of Battle Creek's inventory of emergency and transitional beds is usually adequate to fill the need of people. There is a continuing need for case management to help people connect to housing, employment and services. This is an unmet need in permanent supportive housing and in affordable housing in quality condition for families and individuals. Homeless providers work creatively to obtain private donations, government funding and foundation funding to fulfill their missions to help homeless people and others leaving unsafe home situations. They work constantly to maintain funding for their current inventory of shelter beds and services. The Haven of Rest is seeking funding for a residential substance abuse program for single women and women with children; they have purchased a facility but are seeking ongoing program funding.

3) Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

There is a shortage of safe, quality, affordable housing in Battle Creek for low-income families and individuals. Homeless people can seek housing assistance from Summit Pointe Housing located in the SHARE Center. A housing counselor will work with a family or individual to see if they qualify for available housing assistance. The SHARE Center has peer mentors that help people to work through their crisis. The first step is always to obtain Social Security cards and birth certificates.

The Haven provides case management to have families and individual obtain a regular income to pay for housing and to access community resources to help prevent further episodes of homelessness. Goodwill's Financial Opportunities Center has an excellent financial fitness program to help people work through debt and low credit scores. Legal Services provides legal services and eviction prevention. Women's Co-op provides support for women leaving poverty and seeking help through their store, volunteering and the Solutions Highway Program. Neighborhoods, Inc. of Battle Creek provides homeownership counseling for those interested and able to own their own home, and also rents units

to people recovering from homelessness. As of March 2015, three families have been successfully housed.

The Haven provides limited supportive permanent housing, currently three single-family units for families and 15 units for individuals. The Haven is adding family units and has started a demonstration project with Neighborhoods in which the Haven provides case management to a low-income family, while Neighborhood's manages the rental housing enabling Neighborhoods to serve a higher risk family.

As part of the Consolidated Plan strategy, the City of Battle Creek will run a Tenant-Based Rental Assistance (TRBA) program to provide first month's rent, security deposits and utility deposits to homeless people engaged in an employment training program and housing case management to increase the available housing resources connectng homeless people to housing.

As part of the City's code enforcement activities, Battle Creek will be strengthening the numbers to registered rentals to increase the safety and quality of rental housing in its neighborhoods during the program year.

4) Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

The four organizations provide homelessness prevention in the Greater Battle Creek Homeless Coalition including Neighborhood, Inc. which provides foreclosure counseling and helps people restructure their debt and mortgages; Goodwill Financial Opportunities Center which also provides budget and foreclosure counseling; Legal Services which provides legal intervention and education about foreclosures and evictions; and Summit Pointe Housing, the Housing Access Resource Agency (HARA) for Calhoun County, which provides eviction prevention services and help for homeless people to find housing. Summit Pointe Housing helps homeless people through 4 funding streams, three of which receive funding from the Michigan Housing Development Authority (MSHDA).

- MSHDA Emergency Solutions Grant (ESG) HARA Eviction Prevention helps households avoid eviction and prevent homelessness (\$17,700).
- MSHDA ESG Financial Assistance Program provides security deposit funding and up to three months' rent (\$35,818).
- HUD Continuum of Care funding for the Homeless Housing Assistance Project funds security deposits up to \$350 for people who are homeless and diagnosed with a serious mental illness (\$42,000).
- MSHDA Housing Assistance Fund helps people at risk of homelessness apply to MSHDA for up to \$1,500 for back utilities and moving costs.

The Homeless Coalition has negotiated discharge protocols with local police departments and hospitals in past years. There is a need to re-examine them with the Calhoun County Jail, Calhoun County Sheriff's Department, Battle Creek Police Department, and the two local hospitals, Bronson Battle Creek near downtown and Oakland Hospital in Marshall. Integrated Health Partners provided medical case management and follow-up to frequent users of emergency rooms. Work needs to be done with all of these organizations to provide greater homeless prevention.

Discussion Battle Creek has experienced, caring organizations providing shelter and supportive services. The Haven has developed treatment programs for helping people overcome substance abuse problems and other issues that hamper re-establishing independent living. Summit Pointe, Battle Creek's community mental health provider, has expanded its mental health services to serve those who are dually diagnosed with both mental health and substance abuse disorders. The SHARE Center provides outreach and peer mentoring in an environment rich with services for those making changes in their lives. There continues to be a shortage of housing case management to help people find and remain stable in permanent housing. There is also a shortage of permanent supportive housing. Transportation also remains a challenge. The shortage of subsidized housing inhibits the implementation of the Rapid Re-Housing and Housing First models. While workers at the Haven and the SHARE Center help connect people to services in the community, there remains a shortage of affordable housing to those with low-incomes. S.A.F.E. Place works with victims recovering from domestic violence who also find housing a difficult piece of the recovery puzzle.

AP-75 Barriers to affordable housing – 91.220(j)

There are a number of State and local regulations designed to promote the orderly development and maintenance of safe, decent and sanitary housing in the community. Sometimes these regulations can act as barriers to affordable housing. That does not appear to be the case in Battle Creek. Limited access to the housing market because of discrimination and bias is a barrier to affordable housing. The 2006 and 2013 Analyses of Impediments to Fair Housing Choice (AI) prepared for the City of Battle Creek identified the following real estate, public policy, neighborhood condition, finance, and socioeconomic impediments to a free and fair housing market. The AI noted that decreased CDBG and HOME funding prevents the City from more fully addressing the many community and economic development and housing needs within the community.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

To eliminate duplication, the City uses the building codes established by the State for uniform construction standards. These standards parallel the three National Code standards and are minimum provisions to ensure general safety for the public. The State codes and guidelines are also appealable to the State. Consequently, the City's building codes do not appear to hinder the development or preservation of affordable housing.

Likewise, the locally established Minimum Housing Code does not create a barrier for affordable housing. These standards parallel the International Property Maintenance Code (IPMC) and are minimum requirements established to preserve and promote the public health, safety, comfort, personality and general welfare of the people. Their enforcement is necessary to preserve and encourage the private/public interests in housing and its maintenance. At the same time, these standards are appealable, locally, to ensure there are no undue hardships.

In 2015, the City is evaluating its Inspection Division to ensure it is giving good customer service and not making the inspection process overly time consuming or expensive for businesses.

An examination of the community's fee structures indicates the City's building permit fees and charges are at a median, as compared to surrounding communities. In fact, in the case of new housing development, the City is currently subsidizing the cost of services because the cost to the City is greater than the development fees charged.

The City's zoning and land-use codes promote the morals, aesthetics, prosperity, health, safety and general welfare of all people in Battle Creek. These codes are constructed to allow compatible development throughout the community and are flexible enough to encourage redevelopment in the community's existing, established areas. This is evidenced by development in both the City's outlying and urban areas. These codes, like other local codes, are appealable locally to ensure equitable and fair treatment.

All residential properties are assessed on a citywide basis using market sales data of comparable properties in and around the immediate neighborhood. Citywide assessing appears to ensure an equitable treatment of residential property and provides an incentive to those who maintain and improve their properties.

The current public policies relating to housing and, in particular, affordable housing, do not appear to be excessive, exclusionary, or discriminatory nor do they duplicate any other policies.

The City of Battle Creek is participating in the Redevelopment Ready Communities initiative through the Michigan State Housing Development Authority. This state-wide program promotes communities that are competitive and ready for redevelopment. The process and eventual certification ensures that a community is transparent, predictable, and efficient in their daily development practices, which includes having a streamlined development review process. The third-party review and potential regulatory and/or policy changes that will come out of this program will ensure that those coming forward to invest in property can do so as efficiently and expeditiously as possible.

In 2015-2016, the 1997 master plan will be updated; part of this review will include research and recommendations for housing development and redevelopment, including the availability of diverse housing options and affordability levels.

Discussion: 2006 and 2013 Analysis of Impediments (AI) to Fair Housing noted the following impediments:

Real Estate:

In the Battle Creek housing market there is limited variety in the types of available housing suitable for different types of households. The Fair Housing studies identified a need to increase the variety of owner and rental housing in the City (more than just single family homes) for empty nesters, students, young professionals and the elderly. This needed housing should be located downtown where pedestrian amenities, educational opportunities, public transportation and fewer maintenance burdens exist.

Evidence points to possible Fair Housing violations in real estate advertising. A review of rental advertisements in one publication indicated that few promotional photographs feature minority residents. The AI recommended further evaluation of advertising. The Battle Creek Area Association of Realtors does display the equal opportunity logo at events, on their website and does adhere to a code of ethics.

Public Policy:

A special permitting process is required to establish a State licensed residential facility. Battle Creek requires a minimum lot size and a special permitting process for establishing a State licensed residential facilities in the City.

A review of discrimination complaints and fair housing testing indicates that Battle Creek may have instances of housing discrimination based on familial status (presence of children under the age of 18). The desire for homeownership and to avoid rental registration, too many renters with low credit and savings purchase homes on land contract suggesting a need for a public education campaign to prevent abuses. The City needs to develop an active policy for receiving and reporting on housing discrimination complaints.

Neighborhood Conditions:

In some neighborhoods there is a concentration of substandard rental housing units in minority census tracts. The AI found a strong correlation between older housing stock and the presence of racial minorities and suggested increased code enforcement, continue the rental registration program and increase public-private rehabilitation programs for rental housing using HUD, MSHDA, and historic tax credits. Even with strong code enforcement efforts some rental properties and substandard units go undetected.

Finance:

For some residents, credit issues limit financing options and the ability to qualify for a loan. Many applicants are denied mortgages due to poor credit or lack of credit. Goodwill's Financial Opportunities Center and Neighborhood, Inc. have foreclosure and homeownership programs that teach financial

literacy, help prevent homeless and provide homeownership coaching. Evaluation of lending patterns is an area the City should explore further. The City could encourage lending institutions to consider alternative measures to determine credit worthiness such as utility bills and occupational longevity. The AI suggested the City host a roundtable with lending institutions to discuss the outcomes of the HMDA data and trends and the need for investment in lower income census tracts. Housing price data indicate that lower real estate prices have allowed some families to leave rental housing and enter the owner housing market without a full understanding of the costs and responsibilities of homeownership.

Socioeconomic:

Some neighborhoods demonstrate a concentration of socio-economic problems and poverty. Increasing socioeconomic integration has the positive benefit of decreasing poverty concentration, decreasing blight, increasing social capital and increasing variety in neighborhoods, and promoting in-fill development.

AP-85 Other Actions – 91.220(k)

Federal community development funding is spent by the City of Battle Creek to improve neighborhood conditions for residents to feel safe and enjoy a vibrant, healthy community. Funds and planning activities are intended to help restore and support the private, housing market especially in low-and moderate-income areas. For the 2015-2019 Consolidated Plan, an extensive public engagement strategy was undertaken including a community survey, community forums and meetings with Neighborhood Planning Councils. Local priorities resulting from the planning process include:

- Encourage vibrant neighborhoods and support the housing market by supporting housing code enforcement, securing and demolishing vacant housing, increasing the supply of affordable housing, increasing the numbers of registered rentals, and furthering fair housing.
- Promote vibrancy downtown and along major corridors.
- Increasing resident and community engagement.
- Supporting efforts to expand employment and workforce development.

Actions planned to address obstacles to meeting underserved needs

Almost all CDBG and HOME funding is spent in low-and moderate-income areas of the community. These neighborhoods are identified in the five revitalization areas set up in the 2015-2019 Consolidated Plan. The City will continue to implement housing and community development activities that meet the underserved needs in the community.

Actions planned to foster and maintain affordable housing

See AP-55 for a discussion on Affordable Housing activities to be undertaken in the 2015-2019 program year. Housing is relatively affordable in Battle Creek. The condition and safety of housing affordable to

those with low-income is a great concern and is the reason behind requiring rentals to be inspected and registered with the city. The City is undertaking activities in the program year to expand the numbers of registered rentals by using data to evaluate progress, undertaking a public education campaign and working with community partners to encourage use of only registered rentals when providing any financial assistance for housing.

The most common housing problem for low-income people is severe housing cost burden which means residents pay more than 50% of their household income for rent and utilities. According to the U.S. Census, approximately 2,245 renters and 1,260 homeowners in Battle Creek are severely housing cost burdened. Efforts to enhance resident's ability to find and keep employment such as the EDGE job training program and the BC Vision economic development plan will be supported.

In 2015-2016, the City will update its Master Plan. Part of this review will include research and recommendations for housing redevelopment including the availability of diverse housing options and affordability levels.

Actions planned to reduce lead-based paint hazards

Any rehabilitation activities on housing units constructed prior to 1978 will have lead hazards identified and actions taken to remove the hazard. All rehab work is required to be done with lead safe work practices. In the rehabilitation of homeowner housing, homeowners receive an EPA Lead education pamphlet and sign a notice that they have received such notification.

Actions planned to reduce the number of poverty-level families

With a high poverty rate of 22%, reducing poverty is a goal for Battle Creek. A number of collaborative efforts are under way to improve the quality of life and economic well-being of residents, including:

- BC Vision, a community collaborative funded by the W.K. Kellogg Foundation and the Kellogg Company to develop an economic development plan to expand jobs, talent development and a culture of vitality.
- United Way's ALICE Analysis, United Way's educational effort to focus programs and policy on those families struggling just above the poverty line to make it financially.
- EDGE Program, a collaborative job training program run by Goodwill Industries in partnership with Kellogg Community College's Regional Manufacturing Center and Michigan Works, serving 90 individuals in a program year.
- Women's Co-op, Solutions Highway, a coaching program working with LISC's Financial Opportunities Center and volunteering to help low-income women improve their family and employment outcomes.

The 2015-2016 program year will be the first year the City has used the HOME program's tenant-based rental assistance to fund first month rent and security deposits in partnership with a social services program such as the EDGE program to help participants be successful.

Actions planned to develop institutional structure

The City is planning a number of activities to develop the institutional structure and capacity to administer HUD programs including capacity to conduct a rental rehabilitation program, development of Community Development Housing Organization (CHDO) capacity, participating in an assessment of the Battle Creek Homeless Coalition, and a project to conduct outreach to minority contractors. The CDBG funded Minor Home Repair will continue to tie its work to referrals from Code Compliance to identify people who are unable to afford needed exterior repairs and to explore partnerships with the Area Agency on Aging, the Calhoun County Senior Millage housing programs, Community Action and Habitat for Humanity.

To increase staff understanding of and analysis of proformas for rental rehabilitation which is a new activity for the City, the Community Development Department has contracted with a consultant to review proformas, grant contracts and leases. The City is funding the development of a duplex into two units of rental housing in 2015-2016 with re-allocated HOME funding. It is developing a program model with technical assistance from the consultant for a rental rehabilitation program funded by CDBG to be available as gap financing for the development of unused residential spaces in downtown Battle Creek.

The City of Battle Creek has one organization currently qualified to serve as a Community Development Housing Organization. The City would like to expand the opportunities for other groups to apply for the CHDO set-aside.

Community Development staff will provide technical assistance to the Greater Battle Creek Homeless Coalition as it assesses its organizational structure and leadership.

In Program Year 2014-15, the City held a workshop for small contractors interested in doing housing rehabilitation with the City, and nonprofit partners, Community Action and Neighborhoods, Inc. While there are minority contractors in the area, they do not participate in federally funded housing rehabilitation programs because they are not licensed and many times do not have insurance. The City has funded outreach efforts that have been unsuccessful in the past but is still interested in working with Kellogg Community College, the Michigan State Housing Development Authority and black churches to see if minority contractors could be licensed and insured in order to participate in housing rehab programs.

The Minor Home Repair program funds repairs for Seniors and encounters elderly and disabled homeowners who are struggle to maintain their housing. How to work collaborative with service providers and other funders of home repairs and maintenance will be explored in the coming program year.

Actions planned to enhance coordination between public and private housing and social service agencies

The City is involved in numerous collaborations and efforts to improve resident and community engagement. The City has used community conversations to involve residents and organizations in the hiring of the new city manager in 2014, examining the building inspections process, identifying community development needs, and will continue to use this method to work with the community. In 2015, the City will conduct a citywide citizen survey. The City will continue with its Beacon Community work to expand opportunities for middle school students, and its participation in The Coordinating Council of Calhoun County with its work groups, the Homeless Coalition and the Adult Outcomes Group. The City will work with nonprofit service and housing providers to spearhead an expanded effort to register rental housing units to protect renters from poor property conditions.

Community Development staff will work with the Greater Battle Creek Homeless Coalition to evaluate its organizational structure and strengthen its work to expand housing resources for people in need.

The City of Battle Creek will continue to work with the Calhoun County Land Bank Authority to maintain and make use of the properties held for redevelopment in the City.

Discussion: From 2009-2012, the City of Battle Creek received an infusion of housing funding through the federal Neighborhood Stabilization Program, vacant housing was torn down and homes were rehabilitated and newly constructed in the Fremont/McKinley and Coburn neighborhoods. These efforts to stabilize the neighborhoods are continued and supported through the rehabilitation work of Neighborhoods, Inc. and the Calhoun County Land Bank Authority in the upcoming year in the Fremont/McKinley area. Limited community development funding is being used strategically to improve neighborhood conditions and support resident involvement to identify and implement solutions.

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

The City of Battle Creek Community Development Division's goal is to implement programs in compliance with HUD and other Federal regulations. Program income is tracked and spent first before program funding. Sub-recipients are monitored and provided technical assistance to also be in compliance with Federal regulations. Funds are always competitively bid in accordance with procurement rules.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use, and that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	30,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	30,000

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	97.00% for 2015-2016

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(I)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The City of Battle Creek only funds HOME eligible activities as listed in CFR 92.205.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Resale and Recapture guidelines used by the City of Battle Creek are discussed below.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds. See 24 CFR 92.254(a)(4) are as follows:

The City of Battle Creek utilizes the recapture option in its homebuyer and homeowner rehabilitation programs. The City reserves the right to utilize the resale option at its discretion when developing a new HOME-funded program or activity. Subrecipients and CHDOs use the same recapture policy as the City of Battle Creek.

Recapture: Under the recapture option, the City of Battle Creek will require the initial HOME assisted homebuyer/homeowner to repay the outstanding HOME subsidy at the time of resale. The HOME subsidy will be forgiven on a pro rata basis, depending on the amount of assistance originally given, of 1/5, 1/10 or 1/15 per year. On a pro rata basis, the assistance will be fully forgiven after the term of affordability ends. The term of affordability will end, as a result of the sale of the assisted property by the homeowner, when the adjusted pro rata subsidy is repaid in whole to the City. At no time will the amount subject to recapture exceed the amount of the net proceeds from the sale of the property. The recapture provision will be enforced with a recorded lien on the assisted property. Deed restrictions will be utilized as needed and appropriate.

Resale: Under the resale option, the homebuyer may sell the property during the term of affordability provided that the following conditions are met: The subsequent purchaser is a low or moderate income household that will use the property as their principal residence, pay homeowner insurance and keep property taxes current. Low- or moderate-income households are defined as households whose gross annual income does not exceed 80 percent of the area median income, adjusted for household size.

The sale price of the property may not exceed the lesser of 1) the appraised value of the property at the time of sale, or 2) a sale price that provides for an affordable mortgage. The sales price must also be under the HOME Homeownership Value Limits (95% of area medium property value). A mortgage is considered affordable if the monthly payment for principal, interest, taxes and insurance (PITI) does not exceed 30 percent of the gross monthly income of a household with an income that is 80 percent of area median income, adjusted for household size. If necessary, the City will invest additional HOME funds to assure the subsequent mortgage is affordable.

The seller's fair return on investment is limited by the 1) City's fair return formula, described below; and 2) the area housing market value. Appreciation realized during the term of home ownership may be shared between the homeowner and the City.

The fair return on investment will equal the sum of 1) the amount of the homeowner's investment, and 2) the amount of the standardized appreciation value, less any investment by the City required at the time of resale to enable the property to meet local housing code. The homeowner's investment is calculated by adding the down payment made by the homeowner during the period of ownership, and the value of the mortgage principal repaid by the homeowner during the period of ownership and the value of any improvement installed at the homeowner's expense. The standardized appreciation value will equal three percent of the original purchase price for each year the homeowner holds title to the property, calculated as one-quarter percent per month.

The homeowner/seller will receive the full amount of the fair return on investment only if sufficient sale proceeds remain after all outstanding debt (excluding the repayable HOME subsidy), closing costs, and housing code required repairs are paid off. Any sale proceeds remaining after payment of outstanding debt, closing costs, housing code required repairs, fair return, and repayment of the remaining pro rata share of the HOME subsidy will be shared 50/50 between the homeowner and

the City. If necessary, the City will use its share for the purposes of reducing the monthly payment to an affordable level for the subsequent low- to moderate-income purchaser.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The City of Battle Creek will not use HOME funds to refinance existing debt secured by multifamily housing. HOME funds will also not be used to rehabilitate multifamily housing in conjunction with any refinancing of existing debt.

Discussion: In program year 2014-2015, the City of Battle Creek expects to receive approximately \$211,892 in HOME funding. It published a Request for Proposals for 2015-2016 on November 6, 2014 in the Battle Creek Shopper News. Applications were due on December 11, 2014. The City received three applications. A staff committee consisting of the three managers of Community Development, Inspections, and Planning; a Code Compliance Officer and the Community Development Specialist reviewed each of the applications separately and then held a consensus meeting to develop a score. The HOME Grant Review Committee decided to award two of the three proposals. Awards went to Community Action to administer a Home Owner Rehabilitation Program to assist at least four low-income homeowners and the Calhoun County Land Bank Authority to develop and resale a vacant property at 153 N. McKinley Avenue.

For the 2015-2016 program year, the City of Battle Creek also reallocated uncommitted funds previously awarded to Neighborhoods, Inc. of Battle Creek, our community's only CHDO, of \$171,273 to rehabilitate a vacant rental property of two, two bedroom apartments at 79 Harvard. The City also reallocated \$26,703 to fund Tenant-Based Rental Assistance (TBRA). A request for proposals will be issued to choose a nonprofit or housing authority organization to administer the TBRA program.

Appendix A—Alternate/Local Data Sources

The following pages contain information regarding alternate or local data sources used in the completion of the Consolidate Plan.

Alternate/Local Data Sources

1	<p>Data Source Name</p> <p>Battle Creek Housing Commission</p>
	<p>List the name of the organization or individual who originated the data set.</p> <p>John Paternoster, Resident Administrator Battle Creek Housing Commission, 250 Champion Street, Battle Creek, MI 49037 269-965-0591 x106</p>
	<p>Provide a brief summary of the data set.</p> <p>The Battle Creek Housing Commission has very different numbers of public housing units and vouchers. The Commission updated the PIC numbers.</p>
	<p>What was the purpose for developing this data set?</p> <p>Accurate local numbers</p>
	<p>How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?</p> <p>Covers data related to public housing units and vouchers administered by the Battle Creek Housing Commission. All units are located within the City of Battle Creek city limits.</p>
	<p>What time period (provide the year, and optionally month, or month and day) is covered by this data set?</p> <p>Accurate as of June 2014</p>
	<p>What is the status of the data set (complete, in progress, or planned)?</p> <p>Complete.</p>

2	<p>Data Source Name</p> <p>Public Engagement Survey</p>
	<p>List the name of the organization or individual who originated the data set.</p> <p>City of Battle Creek Community Development Department</p>
	<p>Provide a brief summary of the data set.</p> <p>This public engagement survey was distributed online via SurveyMonkey, in water bills, and at 12 public meetings or events. Respondents were asked to rate 38 different community development activities as high, medium, low, or no priority. Respondents were also asked to answer an open-ended question: "If you could change one thing in your neighborhood, what would it be and how would you do it?" The City received 1179 completed surveys and collected 900 responses to the open-ended question. Demographic data was also collected. Answers were cross-tabulated with demographic data to analyze priorities for various sub-populations. Open-ended question responses were themed by a team of City staff and consultants. This themed data was used to construct root-cause chains.</p>
	<p>What was the purpose for developing this data set?</p> <p>Establishing community priority needs for the five-year Consolidated Plan and future action plans.</p>
	<p>Provide the year (and optionally month, or month and day) for when the data was collected.</p> <p>The data was collected August through November of 2014.</p>
	<p>Briefly describe the methodology for the data collection.</p> <p>See above.</p>
	<p>Describe the total population from which the sample was taken.</p> <p>95% of respondents lived in the City of Battle Creek. Others either considered themselves a stakeholder in the City's welfare or live in an adjacent township served by the City's water service.</p>
	<p>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</p> <p>The demographic information that was collected from respondents includes: Race/Ethnicity, Income, Employment Status, Gender, Address, Age, Residency, Tenure. See the attached report for analysis of sample population demographics.</p>

3	<p>Data Source Name</p> <p>Vacant Buildings Analysis</p>
	<p>List the name of the organization or individual who originated the data set.</p> <p>City of Battle Creek</p>
	<p>Provide a brief summary of the data set.</p> <p>The data set includes information from the City of Battle Creek's BS&A database regarding the status of vacant and dangerous properties within the City. This information is collected and maintained by the City's Code Compliance Department, Inspections Department, and Assessor's Office. Properties identified as "vacant" have been inspected by city inspectors and have met a definition of vacancy that has been established by city ordinance. Properties identified as "dangerous buildings" have been inspected by city inspectors and have been determined to be beyond repair. The standard for this determination is if the estimated repairs exceed the State Equalized Value (SEV) of the property. Foreclosure information is maintained by the Assessor's office.</p>
	<p>What was the purpose for developing this data set?</p> <p>The data set was created for determining the number of vacant properties, their type, and condition for the inclusion in the market analysis section of the 2015-19 Consolidated Plan.</p>
	<p>How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?</p> <p>The data covers all residential and commercial buildings within the city limits. All vacant buildings that have been identified by city inspectors and are currently considered vacant are included.</p>
	<p>What time period (provide the year, and optionally month, or month and day) is covered by this data set?</p> <p>The dataset was assembled on March 25, 2015 by matching properties with open vacant buildings and dangerous buildings enforcements with foreclosure records from 2011 through 2013.</p>
	<p>What is the status of the data set (complete, in progress, or planned)?</p> <p>Complete.</p>

Appendix B—Public Notices

The following pages contain the public notice that was published for the Consolidated Plan Public Hearing and 30-day public review period.

NOTE: The following display ad was published in the Battle Creek Shopper News on Thursday, March 26, 2015 and Thursday, April 9, 2015; and in Spanish in the Nuevo Opinion on April 9, 2015.

**CITY OF BATTLE CREEK
NOTICE OF PUBLIC HEARING
2015-2019 CONSOLIDATED PLAN SUMMARY
AND 2015-16 ANNUAL ACTION PLAN SUMMARY
AND NOTICE OF AVAILABILITY**

Under Title I of the Housing and Community Development Act of 1974, as amended and the Cranston-Gonzalez National Affordable Housing Act of 1990, the City of Battle Creek is required to prepare a plan that describes how the City will allocate Community Development Block Grant and HOME Investment Partnership funds to meet the needs of low and moderate income persons of Battle Creek.

To that end, a Consolidated Plan is completed every five (5) years and an Annual Action Plan is completed annually to describe the activities that will be undertaken to address the needs identified in the current 5-Year Consolidated Plan. The Annual Action Plan also serves as an application for Community Development Block Grant and HOME Investment Partnership funds.

The City of Battle Creek has prepared a draft Consolidated Plan for the period 2015-2019. The City of Battle Creek has also prepared a draft 2015 Annual Action Plan. The Annual Action Plan describes the activities that will take place during the 2015-16 Program Year (July-June). Both the draft Consolidated Plan and the draft Annual Action Plan will be made available to the public on Tuesday, March 31, 2015.

This notice is being published to make citizens aware that a formal 30 calendar day comment period on the draft 2015-2019 Consolidated Plan and the draft 2015 Annual Action Plan will commence on March 31, 2015 and conclude on April 29, 2015. During this period, copies of each Plan will be available for public review during normal business hours in the City's Community Development Office, City Hall, Suite 117, 10 N Division Street, Battle Creek, MI.

The Five Year Consolidated Plan:

The City of Battle Creek has estimated the housing and community development needs of its extremely-low, low-, and moderate-income families and individuals as a part of the 2015-2019 Consolidated Plan. The Consolidated Plan is an outgrowth of the Cranston-Gonzalez Affordable Housing Act of 1990 and the U.S. Department of Housing and Urban Development (HUD) requires that communities participating in certain HUD-assisted programs prepare a Consolidated Plan at least once every five years. The specific programs utilized by the City of Battle Creek on an annual basis which require Consolidated Plan approval are the Community Development Block Grant Program (CDBG) and the HOME Investment Partnership Program (HOME).

The City of Battle Creek's Consolidated Plan includes an estimate of the numbers and needs of various categories of lower income rental and owner households; an estimate of the City's non-housing and community development needs; an estimate of the needs of homeless families and individuals; an estimate of the needs of special needs populations; lead-based paint hazard reduction needs; assisted housing needs and an inventory of various types of assisted and non-assisted housing. The Consolidated Plan also discusses barriers to affordable housing; the institutional structure and identifies gaps affecting the provision of affordable housing as well as impediments to fair housing. Objectives and strategies aimed at all of the above are to be implemented pursuant to the three statutory goals with low-to moderate-income persons as the primary beneficiaries. The three statutory goals are: provision of decent housing, provision of a suitable living environment, and expansion of economic opportunities.

The City of Battle Creek completed an extensive consultation process which included homeless and special needs service providers, advocacy groups, community groups, business organizations, other public agencies, and housing providers. These consultations and the analysis of relevant data resulted in the identification within the draft Consolidated Plan the following housing needs. These needs are listed in no particular priority order:

- Improve property conditions low- and moderate-income (LMI) areas

- Preserve housing in LMI areas
- Reduce vacant and abandoned buildings in LMI areas
- Preserve affordable housing occupied by LMI households
- Increase affordable housing through new units
- Ensure the safety of rental housing in LMI areas
- Improve Fair Housing awareness and accountability
- Increase community engagement
- Infrastructure improvements that increase connectivity, walkability, and sense of place
- Support collaborative efforts to address homelessness

The draft 2015-2019 Consolidated Plan proposes the following activities to address these needs:

- Rental assistance programs
- Housing rehabilitation programs
- Housing code enforcement
- Street Improvements
- Demolition
- Place-making and strategic planning support

The City of Battle Creek's housing and community development needs and strategies were identified and developed through input from the citizens (by way of the focus group meetings, a citizen survey distributed via a water bill mailing and online and other grass-root citizen input meetings including ten (10) Consolidated Planning Workshops held in low and moderate income neighborhoods), fifty (50) consultations with area service providers, and City staff.

The Annual Action Plan:

The Annual Action Plan includes an estimate of available resources from private and public sources to address the identified needs; a description of the priorities and specific objectives to be addressed in this program year; a summary of the eligible programs or projects that the City of Battle Creek will undertake to address the needs; a description of the geographic areas of the city in which assistance will be directed; a description of the projects to address the needs of the homeless, near-homeless and special needs populations; the plans to reduce the number of poverty level families; a description of the activities to evaluate and reduce the number of housing units containing lead-based paint hazards; and the standards in which the city will monitor its housing and community development projects.

The 2015-19 Community Development Block Grant and HOME Investment Partnership programs/activities include: housing rehabilitation, code enforcement, administration and planning, street reconstruction, and demolition.

As part of the City of Battle Creek's Citizen Participation process, the City will hold a formal public hearing on the draft 2015-2019 Consolidated Plan and the draft 2015 Annual Action Plan on Tuesday, April 21, 2015, at 7:00 p.m. in the City Commission Chambers, City Hall, Room 301, 10 North Division Street, Battle Creek, MI.

Written comments on the City of Battle Creek's draft 2015-2019 Consolidated Plan and the draft 2015 Annual Action Plan may be made until April 31, 2015 to: Chris Lussier, Community Development Supervisor, City of Battle Creek, Community Development Department, City Hall, Suite 117, 10 North Division Street, Battle Creek, MI 49014.

The City of Battle Creek will provide necessary auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered in the meeting upon seven days notice to the City of Battle Creek. Individuals with disabilities requiring auxiliary aids or services should contact the City of Battle Creek by writing or calling the following:

Vicki Houser, Office of the City Clerk, P.O. Box 1717, Battle Creek, MI 49016,
 (269)966-3348 (TDD)
 Rebecca Fleury, City Manager

Appendix C—Public Hearing Minutes

The following page contains excerpts from the April 21, 2015 Battle Creek City Commission minutes where the public hearing on the Consolidated Plan was conducted.



Agenda: Battle Creek City Commission

Meeting Date: April 21, 2015- 7:00 PM

Location: Commission Chambers City Hall

Chair: Deborah G. Owens, Mayor

Title: Prepared by Michelle Kay Redman

ATTENDANCE

Mayor Deb Owens	Rebecca Fleury, City Manager
Vice Mayor Lynn Gray	Susan Bedsole, Assistant City Manager
Commissioner Susan Baldwin	Ted Dearing, Assistant City Manager
Commissioner Mark Behnke	Jill Steele, City Attorney
Commissioner Jeff Domenico	Victoria Houser, City Clerk
Commissioner Andy Helmboldt	Linda Morrison, Finance Director
Commissioner Dean Newsome	Jim Blocker, Police Chief
Commissioner Mike Sherzer	Chris Lussier, Community Development Specialist
Commissioner Dave Walters	Chris Dopp, DPW Director/City Engineer

PETITIONS COMMUNICATIONS REPORTS

There were no petitions, communications or reports.

PUBLIC HEARING

A Public Hearing for the purpose of hearing public comments on the Draft 2015-2019 Five Year Consolidated Plan and Draft 2015-16 Annual Action Plan.

Mayor Owens declared the Public Hearing open, asking if anyone would like to speak.

David Sarachick, 201 Summer St, stated he was very upset about the rental property he discussed at the prior meeting, stating his neighborhood has been devastated, stating that the Consolidated Plan was for the future, but that his neighborhood needed help now, before it is too late.

David Moore, 102 Taylor, stated he did not like the idea of a 5 year plan, stating the plan should be reviewed yearly. Mr. Moore also expressed his opinion it was not fair to cite people who cannot afford to make the repairs, and that Code Compliance should work with residents.

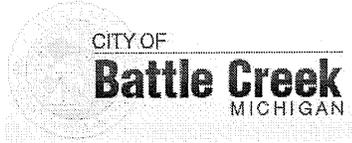
Hearing no additional public comment, Mayor Owens declared the Public Hearing closed.

COMMISSION COMMENTS

Comm. Helmboldt addressed residents' concerns with the 5 year Consolidated Plan, noting there is also an Annual Action Plan, of which the public hearing would be next week, recommending anyone wishing to make a comment, contact Mr. Lussier. Comm. Helmboldt asked if AEDs were in City Hall.

Appendix D—Resolution of Approval

The following resolution was approved at the May 4th City Commission meeting.



Resolution NO.

A Resolution adopting the 2015-2019 Consolidated Plan and the 2015-16 Annual Action Plan and authorizing the City Manager to execute required Funding Approval/Agreements with the U.S. Department of Housing and Urban Development.

BATTLE CREEK, MICHIGAN - 5/5/2015

Resolved by the Commission of the City of Battle Creek:

The City of Battle Creek, in accordance with Title I of the Housing and Community Development Act of 1990, is required to complete a plan detailing the activities using Community Development Block Grant and HOME Investment Partnership funds to meet the needs of low- and moderate-income persons. The Community Development Division has developed the 2015-2019 Consolidated Plan and 2015-16 Annual Action Plan in a manner that reflects the needs of low- to moderate-income persons and identifies strategies to address those needs. The City of Battle Creek has accepted, considered and included citizen comments on the 2015-2019 Consolidated Plan and 2015-16 Annual Action Plan. It is resolved that this Commission adopt the 2015-2019 Consolidated Plan and 2015-16 Annual Action Plan and authorize the City Manager to execute required Funding Approval/Agreements with HUD.

Battle Creek City Commission
5/5/2015

Action Summary

Staff Member: Christopher Lussier

Department: Community Development

SUMMARY

A Resolution adopting the 2015-2019 Consolidated Plan and the 2015-16 Annual Action Plan and authorizing the City Manager to execute required Funding Approval/Agreements with the U.S. Department of Housing and Urban Development.

BUDGETARY CONSIDERATIONS

There are no General Fund budgetary considerations at this time.

HISTORY, BACKGROUND and DISCUSSION

Under Title I of the Housing and Community Development Act of 1974, as amended and the Cranston-Gonzalez National Affordable Housing Act of 1990, the City of Battle Creek is required to prepare a plan that describes how the City will allocate Community Development Block Grant and HOME Investment Partnership funds to meet the needs of low and moderate income persons of Battle Creek. To that end, a Consolidated Plan is completed every five (5) years and an Annual Action Plan is completed annually to describe the activities that will be undertaken to address the needs identified in the current 5-Year Consolidated Plan. The Annual Action Plan also serves as an application for Community Development Block Grant and HOME Investment Partnership funds. During the past several months, City Community Development Staff have developed the 2015-2019 Consolidated Plan and 2015-16 Annual Action Plan. More than a dozen Consolidated Planning Workshops and public hearings have been held for the purpose of identifying housing and community development needs and identifying strategies to address those needs. Along with those workshops, City staff have conducted fifty (50) consultations with agency and community leaders, and distributed a survey online and via water bills resulting 1,179 responses. A document summarizing the findings of this community engagement effort, the 2014 Public Engagement Report, is attached as an appendix to the 2015-2019 Consolidated Plan and 2015-16 Annual Action Plan and is available as a stand-alone document on the City's website. In addition, every effort was made to gain as much feedback as possible on the draft Consolidated Plan and draft Annual Action Plan. Notices of the formal public hearing were published twice in the Battle Creek Shopper News and a notice was also published in the Hispanic newspaper, New Opinion. The City has accepted considered and included all citizen/public comments in the final Plans. It should be noted that in the past the City has typically hired a consultant to facilitate the Consolidated Planning process and write the plan. This time around the facilitation and the writing were handled by City Community Development staff, resulting in a savings of roughly \$30,000. This would not have possible however without collaboration and mentoring from staff from the community organizations Project 20/20, the Beacon Community Initiative, and BC Pulse. Numerous other City departments participated in planning workshops and conducting consultations including, the Inspections, Planning, and Code Compliance departments. The Final Consolidated Plan and Annual Action Plan will be available on the City's website and copies will be available for reference in the Community Development Department. A copy of each Plan will also be supplied to the city Manager's Office. The 2015-2019 Consolidated Plan and 2015-16 Annual Action Plan are now ready for adoption by the City Commission so they may be submitted to the U.S. Department of Housing and Urban Development (HUD) for approval. Upon approval of the 2015-2019 Consolidated Plan and 2015-16 Annual

Action Plan, funding Approval/Agreements for both the Community Development Block Grant and HOME Investment Partnership Programs will be executed by the City Manager and HUD.

POSITIONS

ATTACHMENTS:

File Name

Description

No Attachments Available

Appendix E—Public Engagement Report

The following report summarizes the public engagement process and the comments and data that were received/gathered.

City of Battle Creek, Michigan
Community Development Department

2014 Public Engagement Report

A Review of Public Participation in the Creation of the 2015-19 Consolidated Plan



Citizen Engagement Overview

Every five years, the U.S. Department of Housing and Urban Development (HUD) requires the City of Battle Creek to conduct a community-wide needs assessment as part of the Consolidated Plan. This planning requirement serves as the application for Community Development Block Grant (CDBG) and HOME Investment Partnership entitlement funding.

In the fall 2014, as part of the 2015-2019 Consolidated Plan planning process, the City of Battle Creek Community Development Department conducted 50 consultations with community leaders, distributed a survey to the community (1,179 responses), and held 10 public meetings to gather public input.

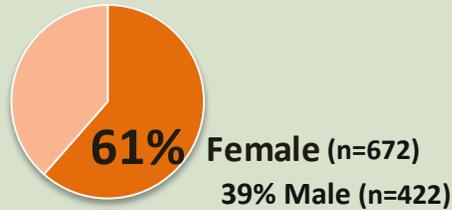
Consultations (50 total) were conducted with service providers, agency leaders, community leaders, and local funders—groups that play providing, supporting, or deciding roles when it comes to addressing community needs.

Public Meetings (10 total) were held during regular meetings of the City’s eight Neighborhood Planning Council meetings; a participant’s meeting at the SHARE Center, a drop in day center for homeless people; and a community-wide evening forum co-hosted by Project 20/20. Over 235 people participated in the 10 public meetings and 310 comments were recorded. The majority of the data collected is from the perspective of people experiencing the needs first hand.

Survey Respondents (1,179 total) shared their perspective of the needs in their community. The survey was offered online and distributed via water bills and asked respondents to prioritize program activities and answer an open-ended question about improving their neighborhood—590 open ended responses were received. The demographics and priorities expressed in the surveys are presented in the first half of this report.

City staff and community partners from the Beacon Community Initiative, BC Pulse and Project 20/20 analyzed the open-ended responses from both the surveys and the public meetings resulting in the analysis that begins on page 8 of this report.

Survey Respondents



52% of Battle Creek’s population is Female and 48% is Male.



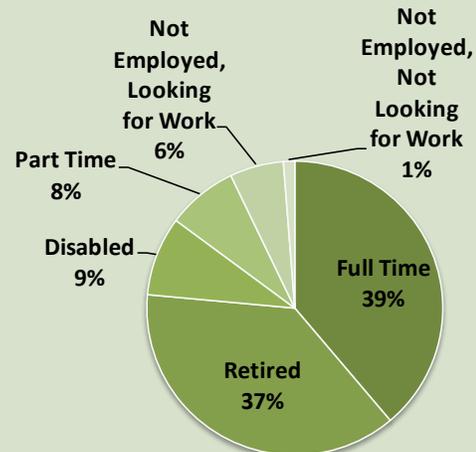
61% of Battle Creek’s population lives in owner-occupied housing and 39% rents.



Employment Status of Survey Respondents (n=1049)

Answers the question: Which of the following best describes your employment status?

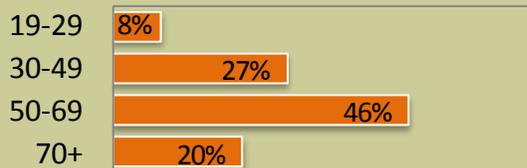
Answers the question: Which of the following best describes your employment status?



Income of Survey Respondents (n=935)

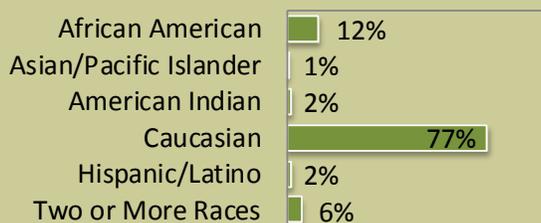


Age of Survey Respondents (n=1087)



Residents over 50 years of age were over-represented in the survey, making up 66% of the survey compared to 45% of the Battle Creek population.

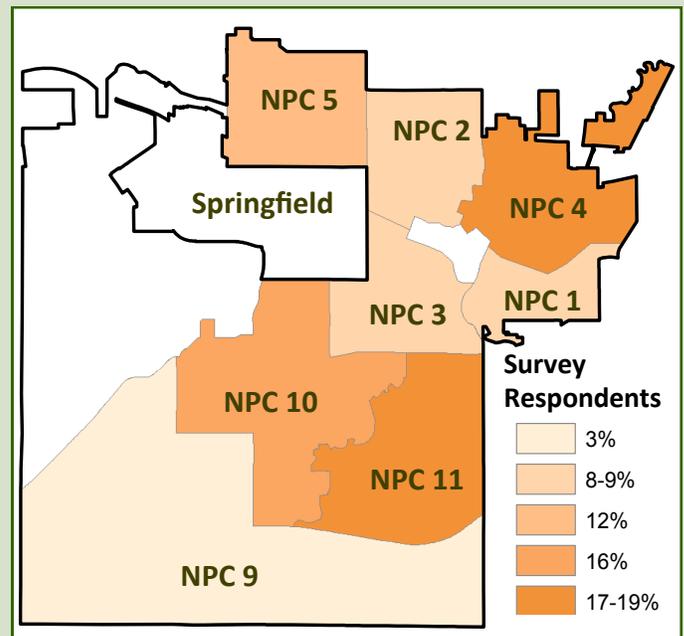
Race/Ethnicity of Survey Respondents (n=981)



African Americans make up 18% of the Battle Creek population and Hispanics 7%. Therefore both were under-represented in the survey. Caucasians (72%) were over-represented. American Indians (0.7%) and those reporting Two or More Races (4%) were slightly over-represented.

Residency of Survey Respondents

Answers the question: What Neighborhood Planning Council (NPC) do you currently live in?



NPC's 4, 5, 10, and 11 contributed the most respondents to the survey sample (12-19% each).

Types of Data Collected

The survey presented the question "what housing and community development services are needed in your neighborhood". Respondents were asked to consider 38 community development services and rank them as "high", "medium", or "low" need, or indicate "no opinion".

This data aligned with activities eligible for federal programs and focused on needed services as opposed to problems that needed fixing.

The open-ended portion of the survey, as well as the discussion portions of the public meetings resulted in answers to the question "If you could change one thing in your neighborhood, what would it be and how would you do it?"

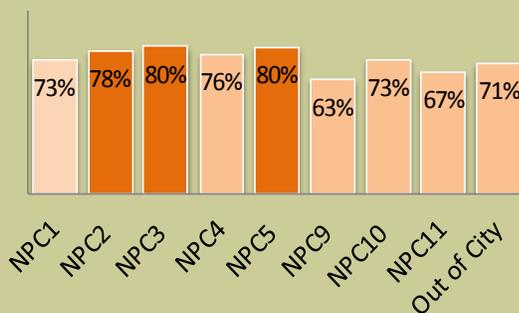
Respondents could mention items not on the list and often identified problems that they considered urgent and/or most important.

Highest Service Need (n=1179)

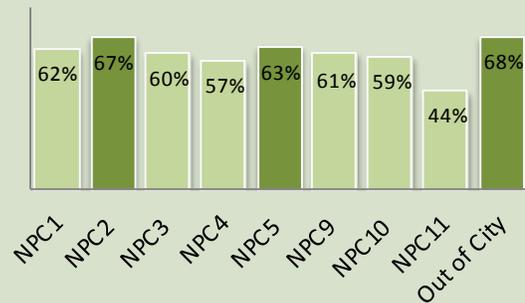
Answers the question: Of the 38 service needs listed on the survey, which were ranked as “High Need” by the most respondents?

Rank	Need Category	Percent
1	Job Opportunities	60%
2	Street Improvements	51%
3	Crime Prevention Education & Victim Services	45%
4	Health Care	45%
5	Youth Services	44%
6	Veterans Services	43%
7	Mental Health Services	42%
8	Demolition of Abandoned Buildings	42%
9	Employment Training	42%
10	Weatherization/Energy Improvements	42%
11	Clean Up of Vacant Lots	40%
12	Homeowner Rehab/Repair	39%
13	Help with Home Maintenance	39%
14	Substance Abuse Services	39%
15	Senior Services	38%

Job Opportunities ranked as the highest need regardless of respondents income, race, age, employment status, tenure, or residence—making it by far the most broadly felt need. However this did not translate into a high ranking when respondents discussed change in their neighborhood. Responses related to job opportunities were included as part of the “Economic Development” category which ranked 15th in ways to improve your neighborhood. NPC’s 2, 3, and 5 were most likely to rate it a high priority.



Street Improvements was the second highest need overall, and ranked as a top five service need among almost all demographic groups including both Low/Moderate Income individuals (57%) and respondents living in Low/Moderate Income Areas (56%). NPC’s 2 and 5, as well as respondents that live outside the city, rated it a high priority most often.



Open-ended question responses regarding street improvements were included as part of the “Public Infrastructure” category which ranked 7th as a neighborhood concern and made up 7% of all responses.

Crime Prevention Education & Victim Services ranked the third highest need and was the only public safety related service need included in the survey. “Public Safety” was the third most frequent response to the open ended question about how to improve your neighborhood and Reduce Speeding in Residential Neighborhoods was ranked eighth.

Health Care was the fourth highest rated need. Again, this need was broadly felt, cutting across most demographic groups. NPC’s 5, 9, 10, and 11 ranked Health Care as a top 5 issue.

Youth Services was the fifth highest service need, largely as the result of four demographic groups: African Americans (74%), residents of the Post/Franklin NPC (73%), lower income households (66% for households with income below \$30,000), and renters (66%). Like many service categories (Veterans Services, Mental Health Services, Senior Services, etc.) Youth Services were rarely mentioned by respondents of the open ended question and were included in the category “More Public Services”.

Most Important Issue (n=900)

Answers the question: Which issues were mentioned most often by respondents when asked what one thing they would change about their neighborhood?

Rank	Issue Category	Percent
1	Code Compliance	13%
2	Neighborhood Organizing, Associations, or Interaction	12%
3	Public Safety	10%
4	Vacant Buildings	9%
5	Rental Housing Concerns	7%
6	Improve Neighborhood Appearance	7%
7	Public Infrastructure	7%
8	Reduce Speeding in Residential Neighborhoods	6%
9	More Housing Rehabilitation	6%
10	Build/Improve Sidewalks	6%
11	Trash/Neighborhood Clean-up	5%
12	Trim Shrubs and/or Removal of Trees or Overgrowth	4%
13	Street Lighting	4%
14	More Public Services	3%
15	Economic Development	3%

Please note that the percentages above are much lower than the service need ratings. Respondents to this question were asked to pick one issue and were not limited in their response choices.

Statements related to **Code Compliance** made up 13% of all open-ended responses, encompassing a range of sentiments: leniency for certain types of property owners (poor, elderly, homeowners), stricter enforcement, improved customer service, attention to specific types of code issues, etc.

This contrasts sharply with the service need priorities chart which ranks “Code Enforcement” 19th in importance. The neighborhood context of the question and respondent’s perceptions of what constitutes a service are both likely factors in explaining this discrepancy.

Whether respondents consider Code Enforcement a service or not, it is clear that doing it well is an important part of bringing about neighborhood change for many of them. When issues are added that code enforcement directly impacts—like addressing vacant buildings or rental housing concerns—48% of all comments received are code related.

Code Enforcement rated highest in NPC’s 1,3, and 4.

Neighborhood Organizing, Associations, or Interaction ranked second amongst neighborhood issues, but likewise did not make the top 15 service needs. This issue category encompasses a range of statements that had one thing in common: the importance of neighborhood residents in shaping their neighborhoods.

Some of the statements reflected the need for formal resident groups:

“We need to have a more active neighborhood association with a newsletter, meetings, clean up projects, and events.”

“Need to build up Neighborhood Planning Councils.”

Others were about residents knowing each other :

“I’d love to get to know more people in my area.”

“Need better relationships with neighbors”

Lastly, a number of comments focused on the interaction between residents and city government:

“Its about building relationships with community leaders and city staff. We need to lift up people that are committed citizens and honor them—show that people leading is valued.”

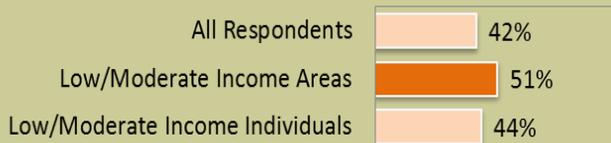
Contrasting with the numerous public services ranked highly in the service needs chart, **More Public Services** made up just 3% of all responses when provided with the neighborhood context.

Highest Service Needs Among Target Demographic Groups

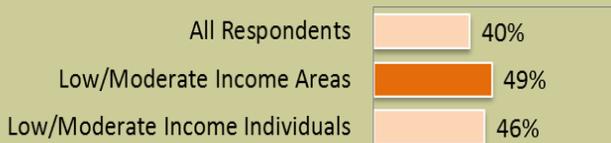
Community Development programs must be targeted to benefit a Low/Moderate Income (LMI) Household (defined as \$29,500 or less for an individual or \$42,250 or less for a family of four) or produce a benefit for all people in an area where at least 51% of households are low/moderate income.

In some instances there were significant differences between the priorities of “all respondents” and those of these targeted populations.

Demolition of Abandoned Buildings ranked as a top five need for respondents living in LMI Areas with 51% rating it as high.



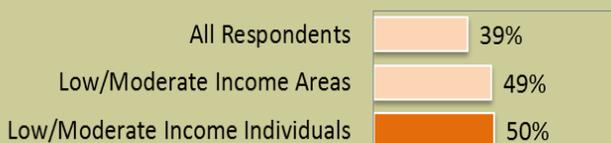
Clean Up of Vacant Lots was similarly ranked higher by LMI Area residents.



Weatherization/Energy Improvements ranked significantly higher for both targeted populations—third highest need for LMI households at 55%.



Help with Home Maintenance similarly ranked significantly higher for both targeted populations.



High Service Needs Among Some Demographic Groups

Some demographic groups rated service needs higher on average than others. As part of the planning process for community development programs, demographic groups that have a special or disproportionate need must be considered. A comparison of the priorities of these demographic groups to those of “all respondents” suggest some potentially significant differences, and may indicate a special need.

Demographic Group	% of Needs Rated High
Disabled	60%
African American	58%
Renter	55%
NPC1 Post/Franklin	54%
NPC2 North Central	54%
Not Employed, Looking for Work	51%
NPC3 Wilson/Coburn/Territorial	49%
Part Time	47%
Female	46%
Age: 19-29	44%
Outside of City	44%
Age: 50-69	43%
Age: 30-49	42%
NPC4 Fremont/McKinley/Verona	42%
NPC5 Urbandale	42%
Age: 70+	42%
Retired	41%
Homeowner	40%
Caucasian	39%
Male	38%
Not Employed, Not Looking for Work	38%
NPC10 Westlake/Prairieview	37%
Full Time	37%
NPC9 Rural Southwest	34%
NPC11 Riverside/Minges	31%

On average respondents that were disabled, African American, or renters rated service needs as high more often than all other demographic groups.

Rank	Disabled	%
1	Job Opportunities	84.0%
2	Health Care	76.3%
3	Weatherization	76.0%
4	Rental Housing for Disabled	72.0%
5	Employment Training	72.0%

Job Opportunities ranked highest amongst all groups, but disabled, African American, and renter respondents were 20-25% more likely to rate it as a high priority than “all respondents”. **Employment Training** was a top 5 issue for both disabled and African American respondents—up 30 and 40% respectively. Outside of this increased emphasis on Employment Training, the order of priorities for African American respondents is very similar to survey sample.

Rank	African American	%
1	Job Opportunities	85.3%
2	Employment Training	82.5%
3	Youth Services	74.3%
4	Street Improvements	73.9%
5	Crime Prevention Education	69.1%

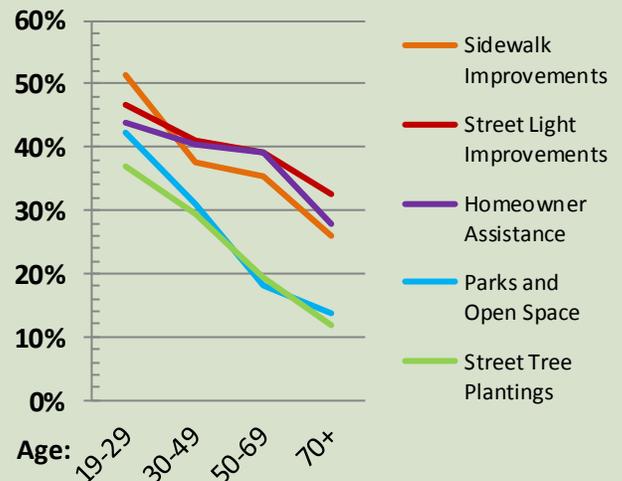
Rental Housing for Disabled was a top 5 priority for disabled respondents and **Rental Housing for the Homeless** likewise for renters—both significant differences in priority from the survey sample which ranked them 23rd and 17th respectively.

Rank	Renter	%
1	Job Opportunities	79.3%
2	Rental Housing for Homeless	66.4%
3	Youth Services	66.0%
4	Street Improvements	65.2%
5	Health Care	64.6%

High Service Needs Related to Respondent Age

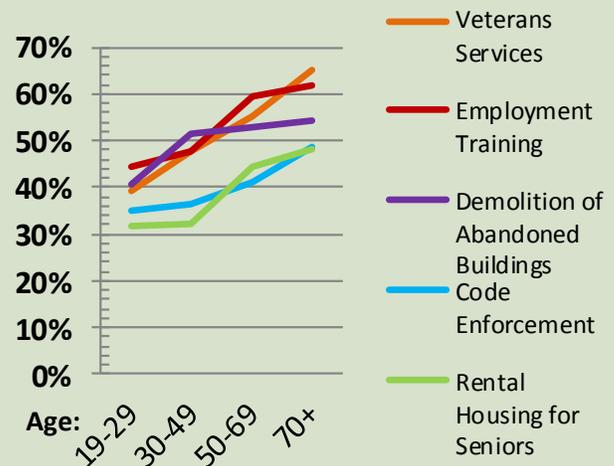
The priority level of a number of service needs decreased with age. For example Sidewalk Improvements were rated as a high priority by 51% of 19 to 29 year olds, with each subsequent age bracket resulting in lower percentages. Only 26% of respondents 70+ years old rated Sidewalk Improvements a high priority.

Priorities that Decrease with Age

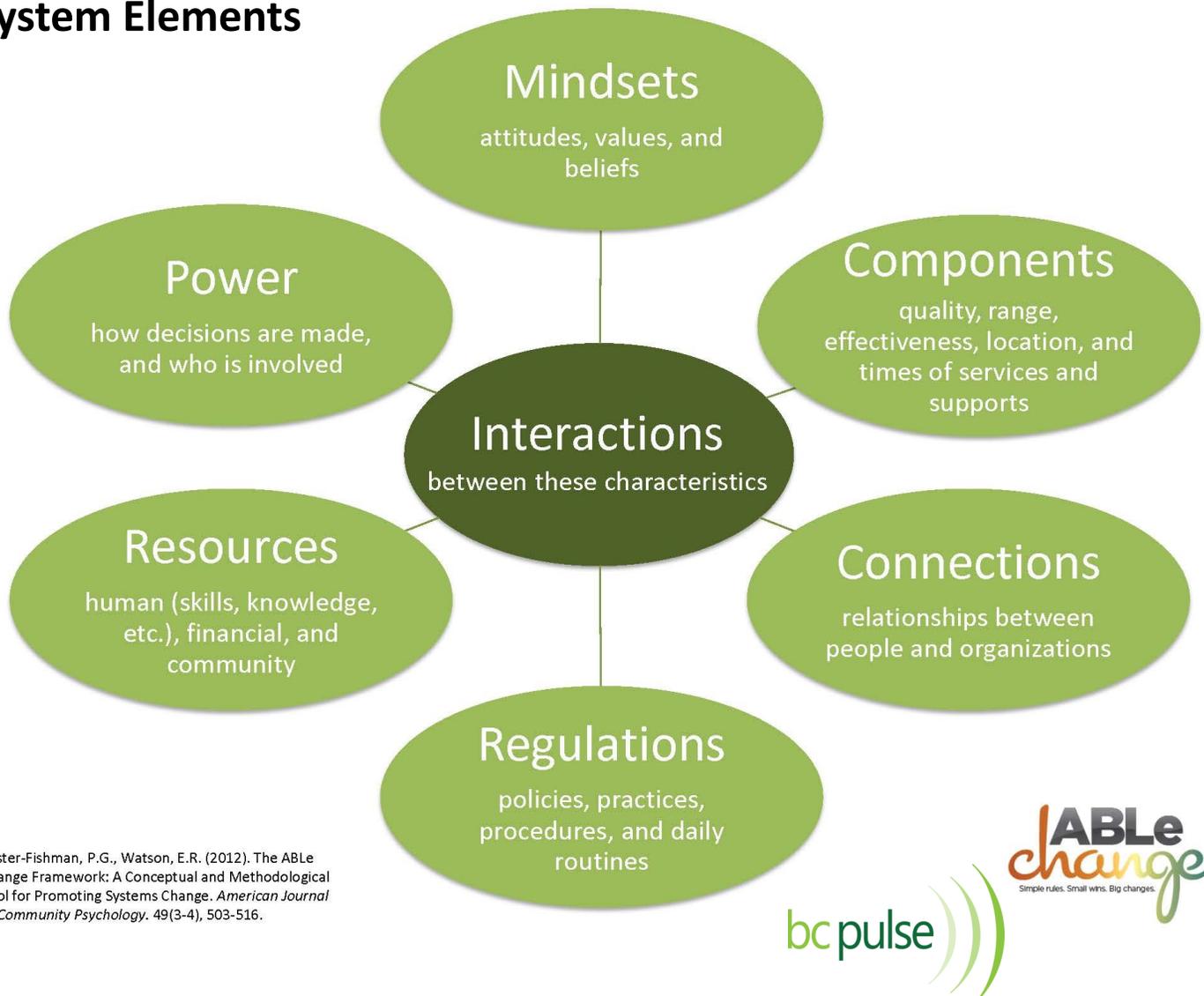


A number of service needs increased in priority with age, the most significant of which was Veteran Services which was rated as high by just 39% of 19 to 29 year olds, but by 65% of respondents over the age

Priorities that Increase with Age



System Elements



Foster-Fishman, P.G., Watson, E.R. (2012). The ABLe Change Framework: A Conceptual and Methodological Tool for Promoting Systems Change. *American Journal of Community Psychology*. 49(3-4), 503-516.



Mindsets: Attitudes, values and beliefs that shape behavior. Systems change shifts mindsets to believe in the value of coordination and family voice.

Components: Systems change enhances service components to increase the use of evidence based programs and more effective services.

Connections: Systems change improves connections with referrals and information sharing, improved inter-organizational trust and more real time learning across organizations.

Regulations: Policies, practices, procedures and daily routines that shape behavior patterns of individuals, groups and organizations. Systems change aligns regulations so policies and procedures are adjusted to support improved outcomes.

Resources: Expanded resources create greater opportunities to solve problems, successful collaborative grant applications and enhanced staff knowledge of local systems.

Power: How decisions are made, who participates in decision-making, and the structures available to support an inclusive voice. Systems change alters dynamics to enhance family voice in the system and empowers direct providers.

Qualitative Data Analysis

of Open Ended Responses from the Community Development Survey, Public Meetings and Consultations

Root Cause Chains:

Qualitative Data Analysis

Problems facing neighborhoods are complex and multifaceted, the survey and public meetings gauged people's thoughts and priorities on problems facing Battle Creek's neighborhoods. The consultations gathered organizational leaders thoughts and opinions. Getting beyond simple answers is the purpose of analyzing qualitative data using the Theming or Root Cause Analysis. This method is part of the ABLe Change Framework, developed by Pennie Foster-Fishman and Erin Watson from Michigan State University. BC Pulse facilitated and coached the theming of this information.

The following analysis summarizes and groups the 900 open ended responses gathered from the ten public meetings and the open ended survey responses. Statements were grouped together and categorized to develop the attached root cause chains. The number in parentheses () behind each statement is the number of open ended responses that were grouped together because they stated the same or similar thought. Each statement was analyzed to identify the systems element it represented. The system element is labeled at the end of each statement.

The root cause chains will be used to create strategies for solving problems in neighborhoods.

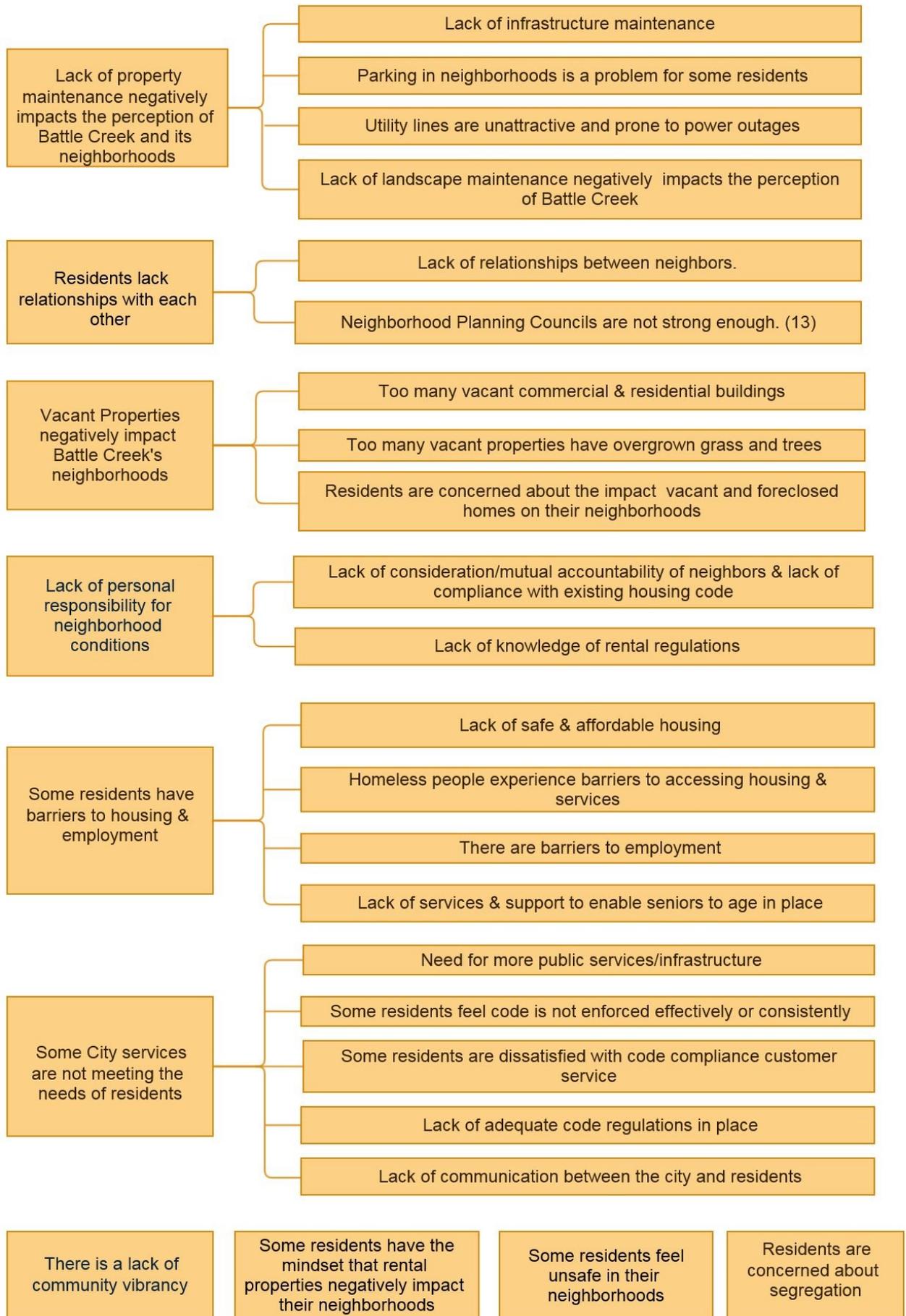
Survey/Public Input Root Cause Chains

- ◆ Property Maintenance Concerns
- ◆ Lack of Neighborhood Relationships
- ◆ Impact of Vacant Buildings on Neighborhoods
- ◆ Lack of Personal Responsibility for Neighborhood Conditions
- ◆ Barriers to Housing & Employment
- ◆ Impact of City Services
- ◆ Lack of Vibrancy
- ◆ Impact of Rental Housing
- ◆ Perceptions of Neighborhood Safety
- ◆ Housing Segregation

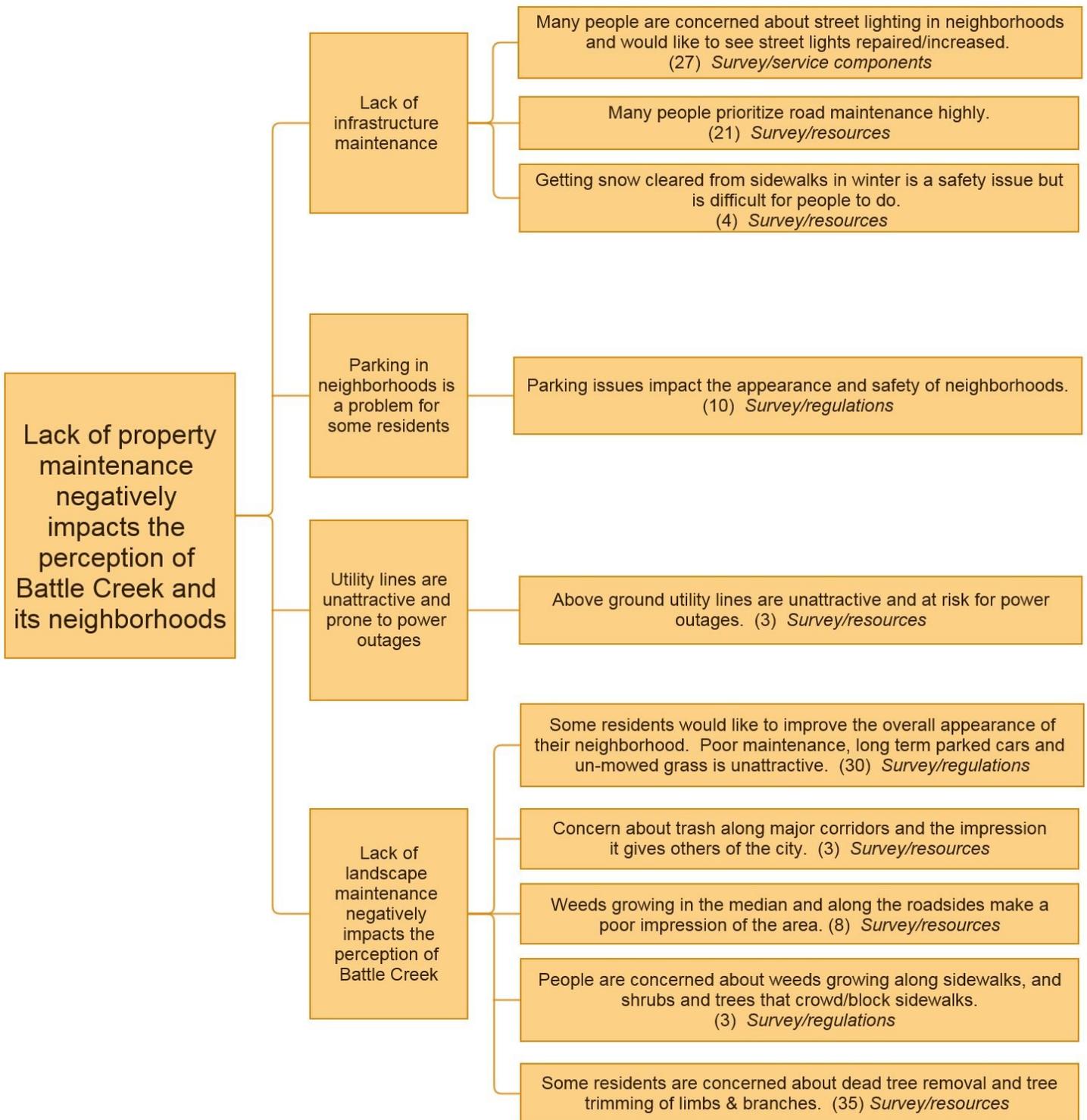
Consultations Root Cause Chains

- ◆ Lack of Vibrancy
- ◆ Lack of Safe & Affordable Housing
- ◆ Workforce Development: Barriers to Employment
- ◆ Supportive Services
- ◆ Disconnect with Decision Makers

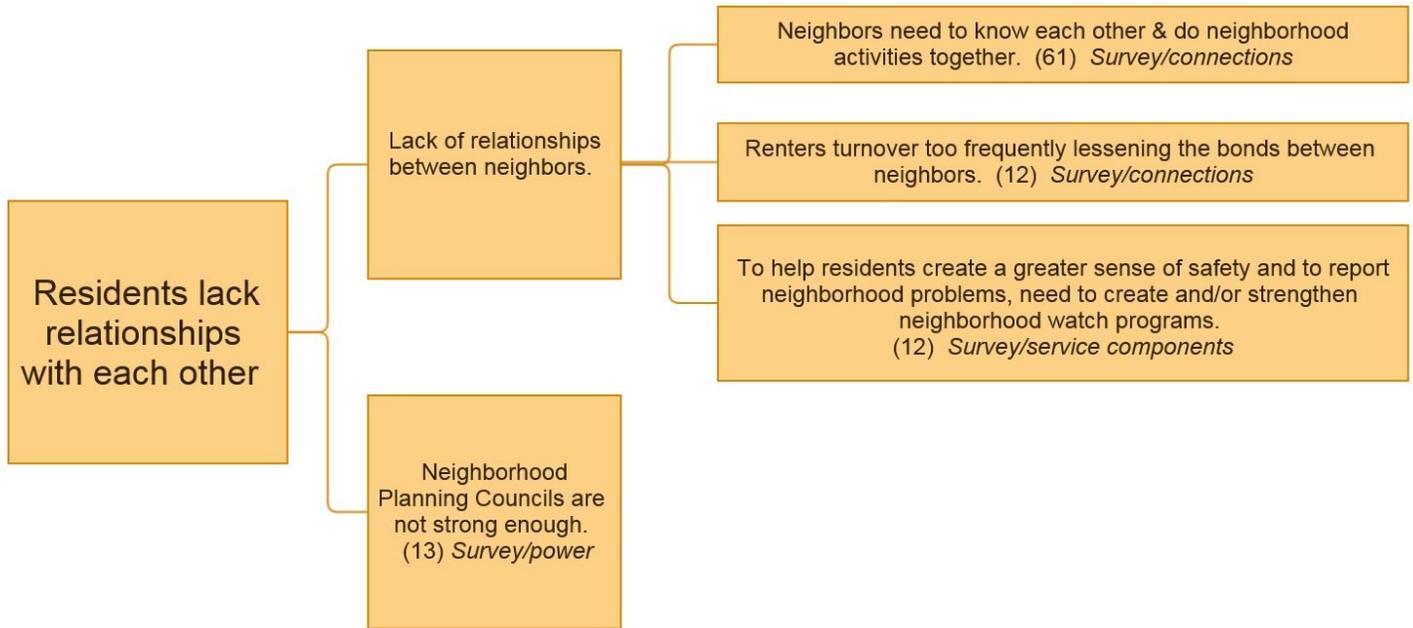
Summary of Survey/Public Input Root Cause Analysis



Survey/Public Input: Property Maintenance Concerns

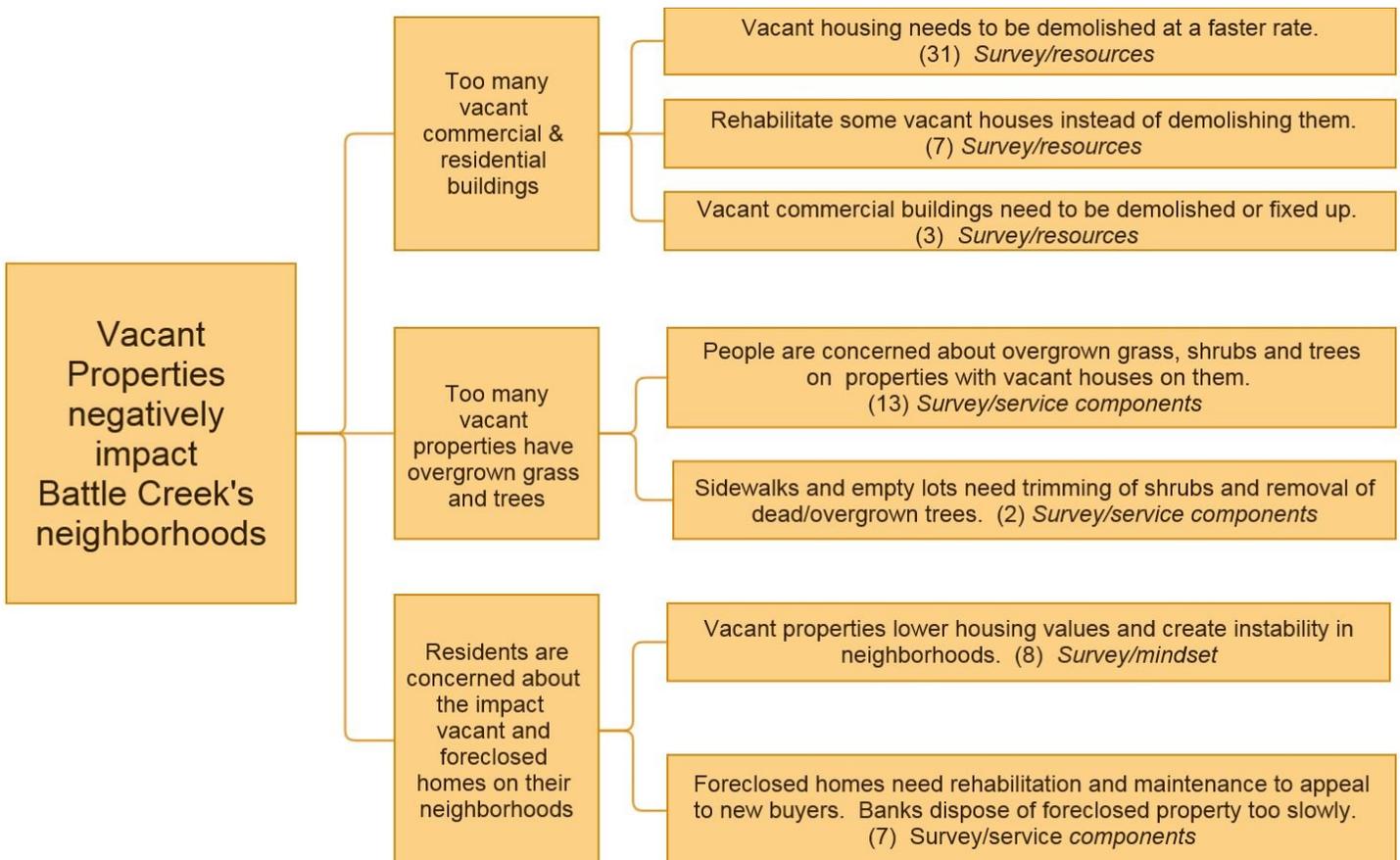


Survey/Public Input: Lack of Neighborhood Relationships



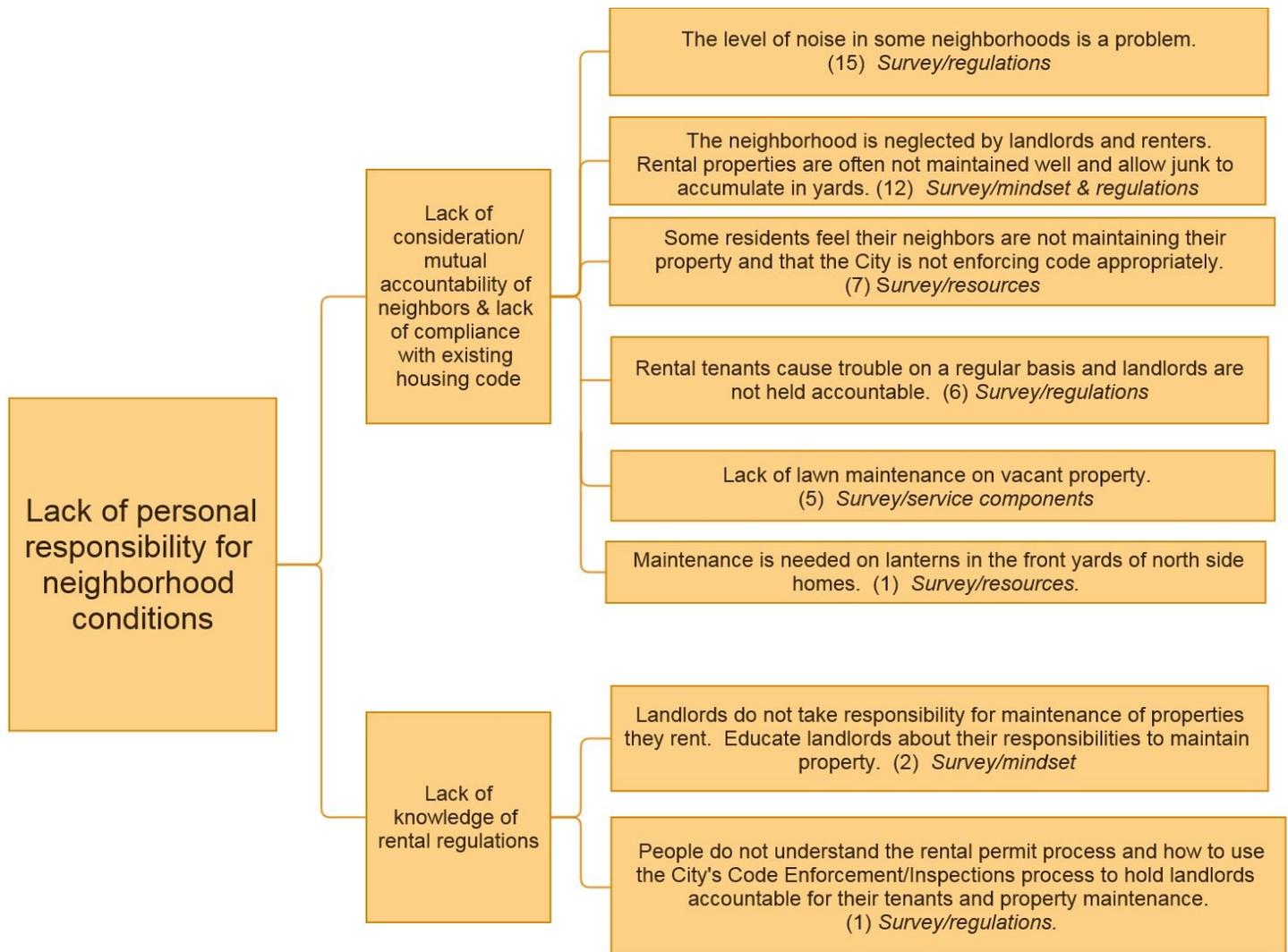
Survey/Public Input:

Impact of Vacant Buildings on Neighborhoods

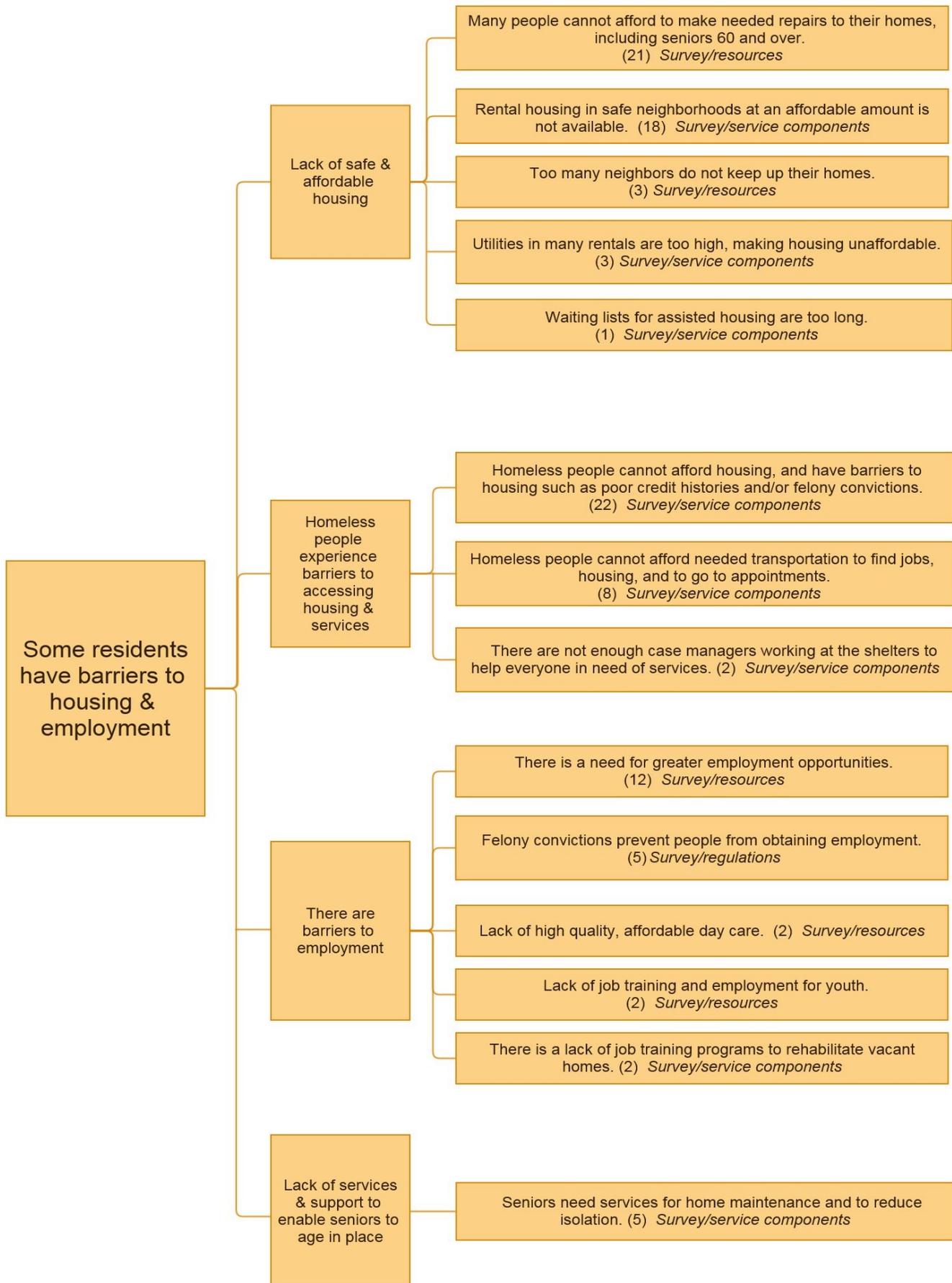


Survey/Public Input: Lack of Personal Responsibility

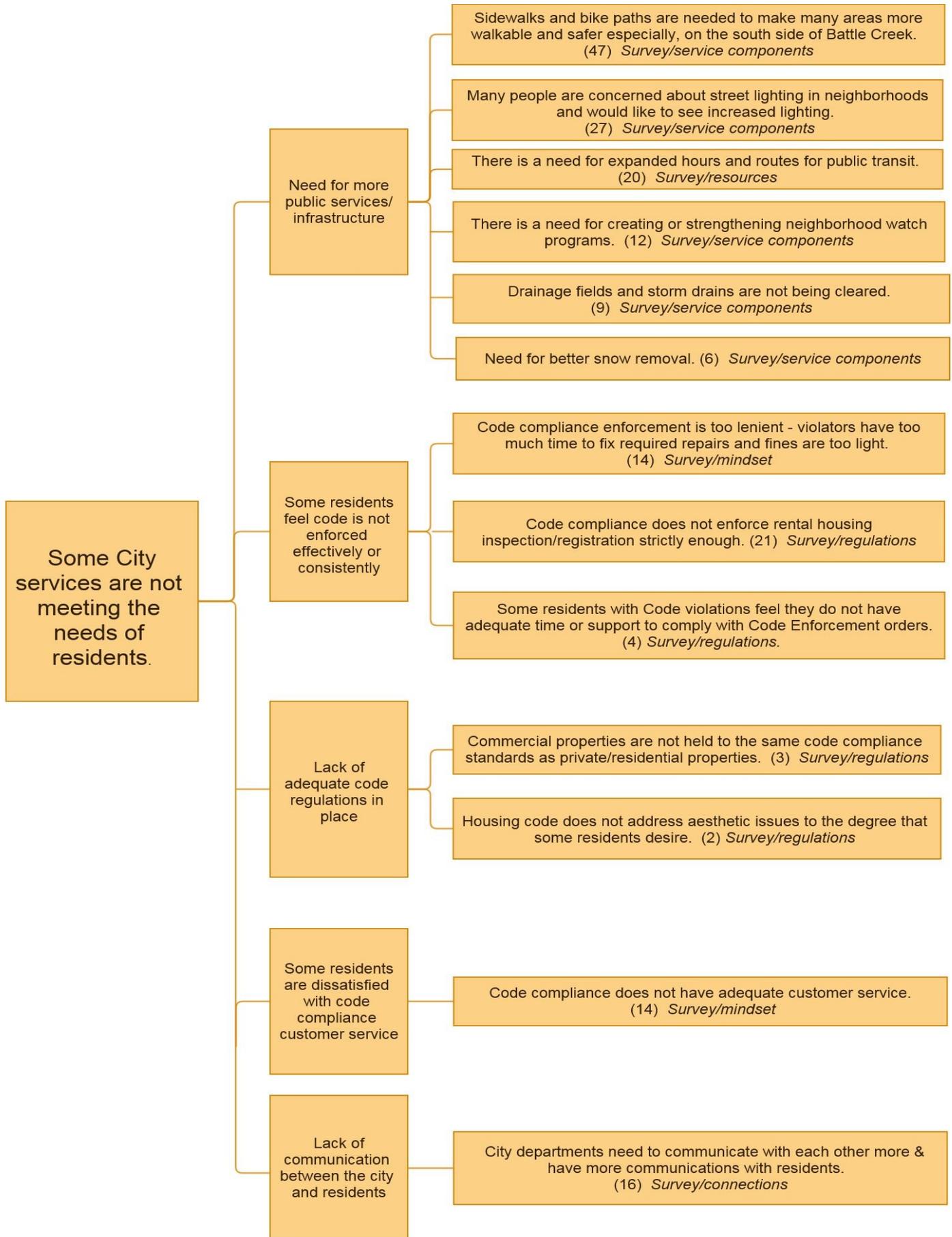
For Neighborhood Conditions



Survey/Public Input: Barriers to Housing & Employment



Survey/Public Input: Impact of City Services

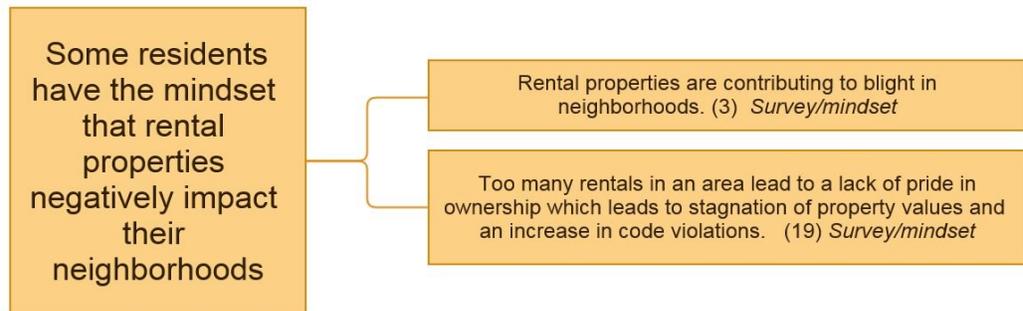


Survey/Public Input: Lack of Vibrancy, Impact of Rental Housing, Perceptions of Neighborhood Safety & Housing Segregation

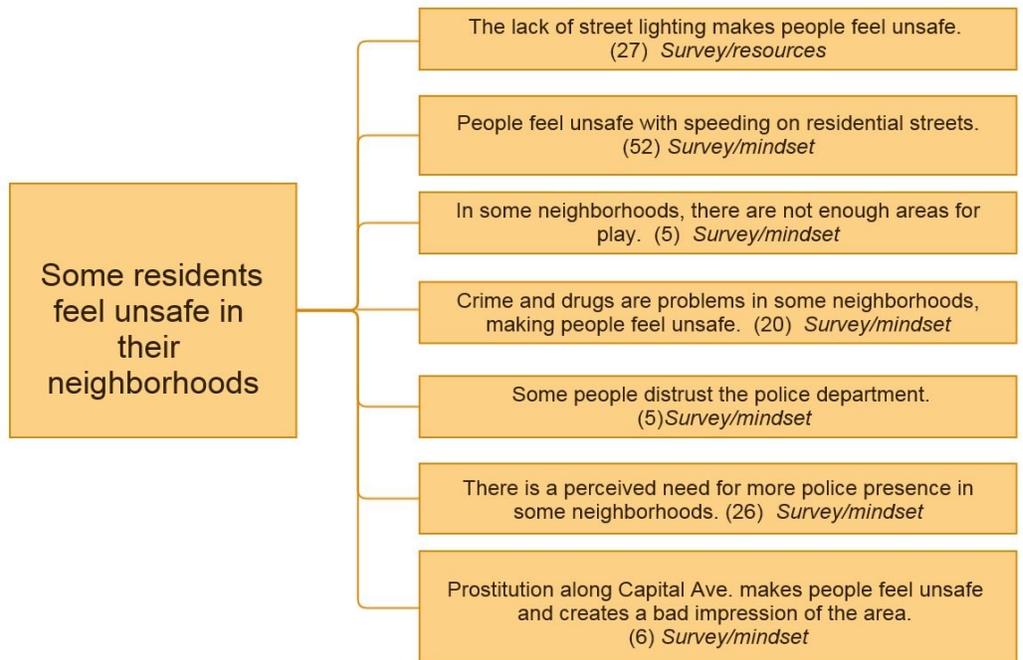
Lack of Vibrancy



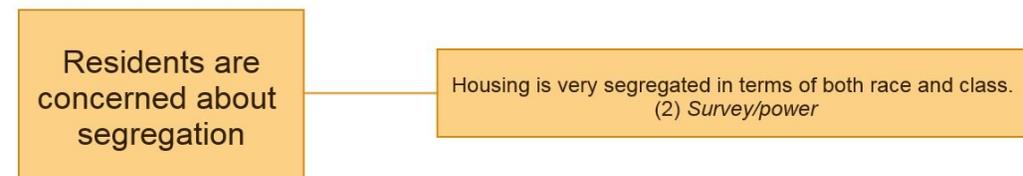
Impact of Rental Housing



Perception of Neighborhood Safety

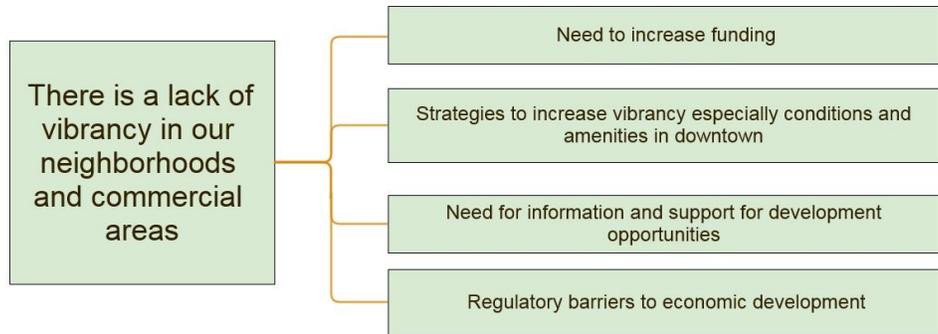


Housing Segregation

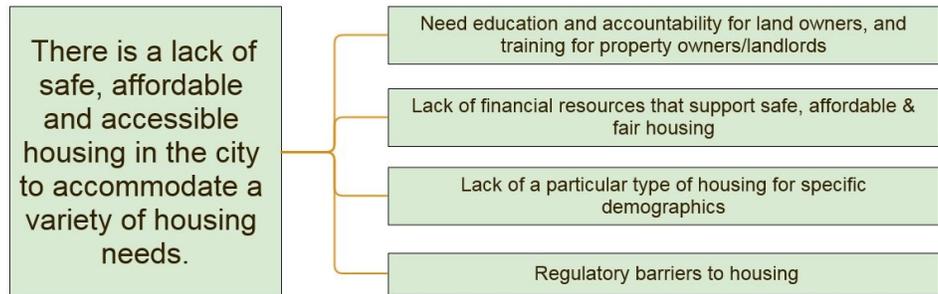


Summary of Consultation Root Cause Analysis

Lack of Vibrancy



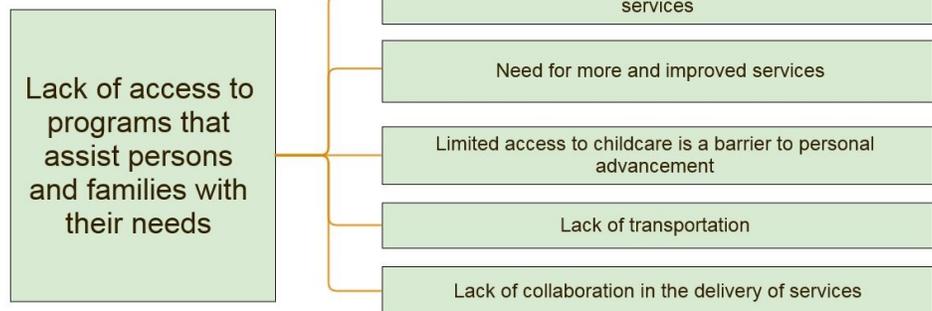
Affordable Housing



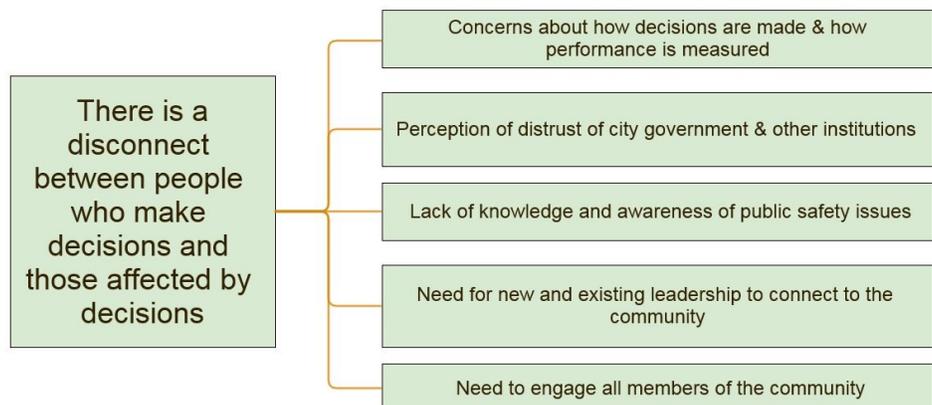
Workforce Development



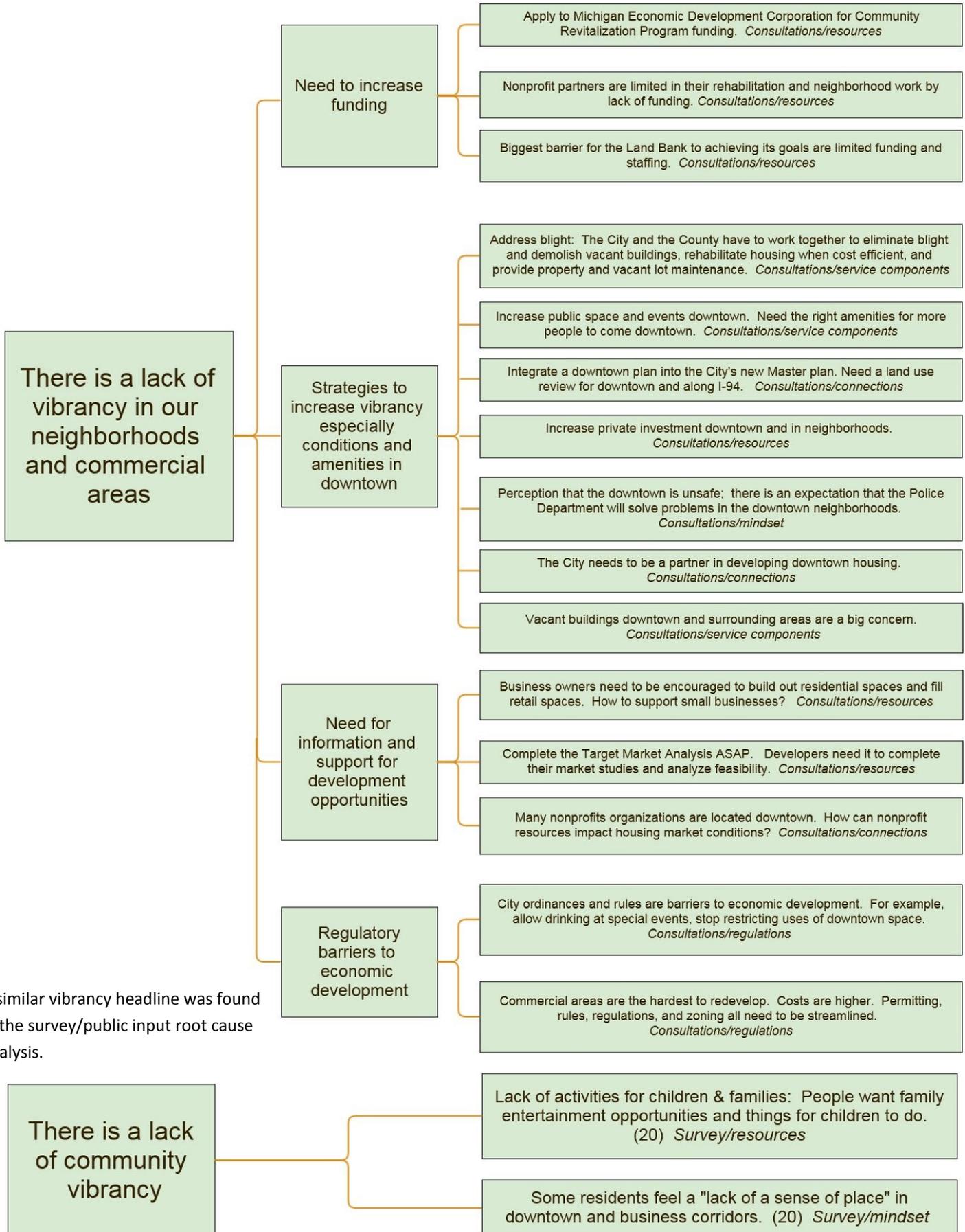
Supportive Services



Disconnect with Decision Makers

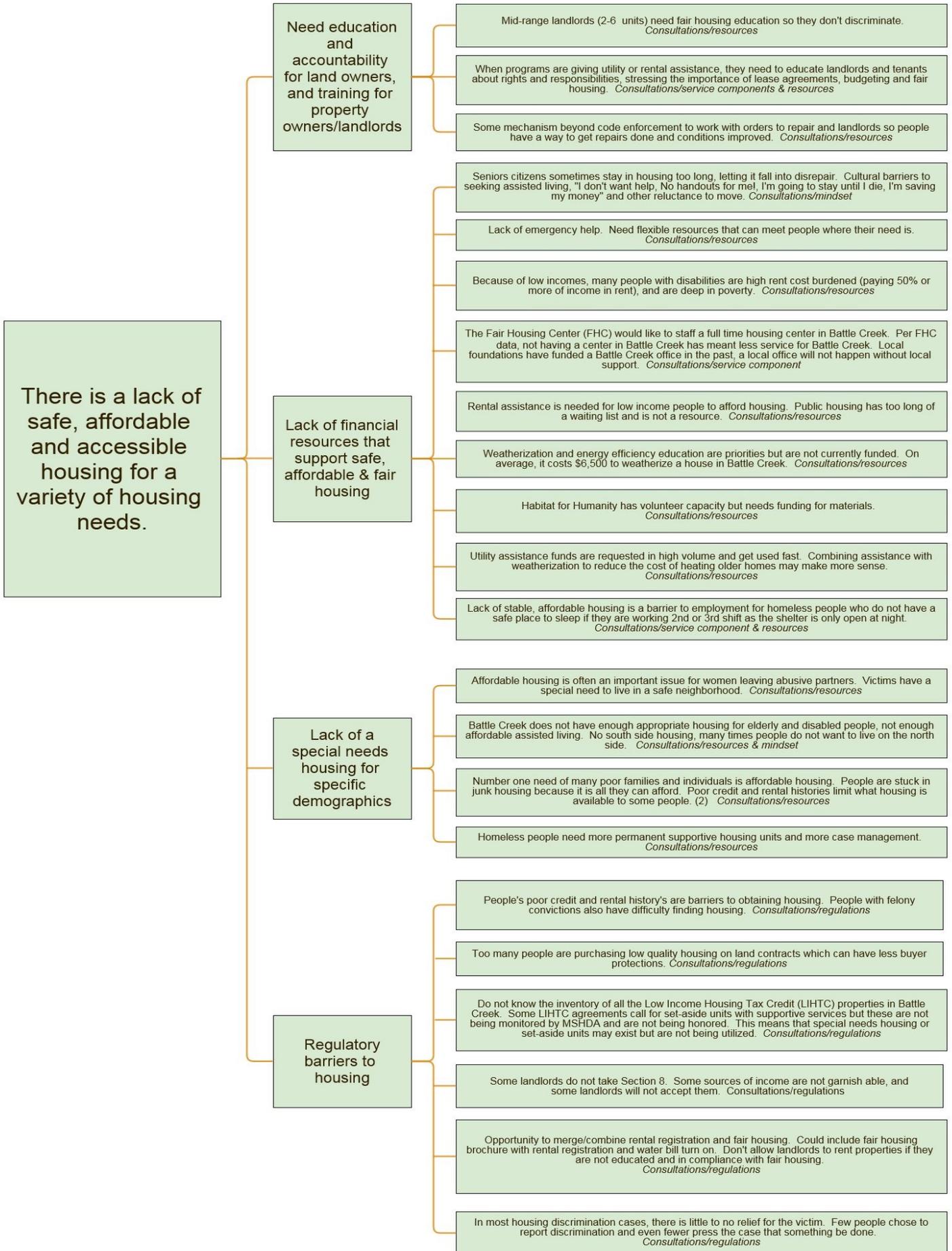


Consultations: Lack of Vibrancy



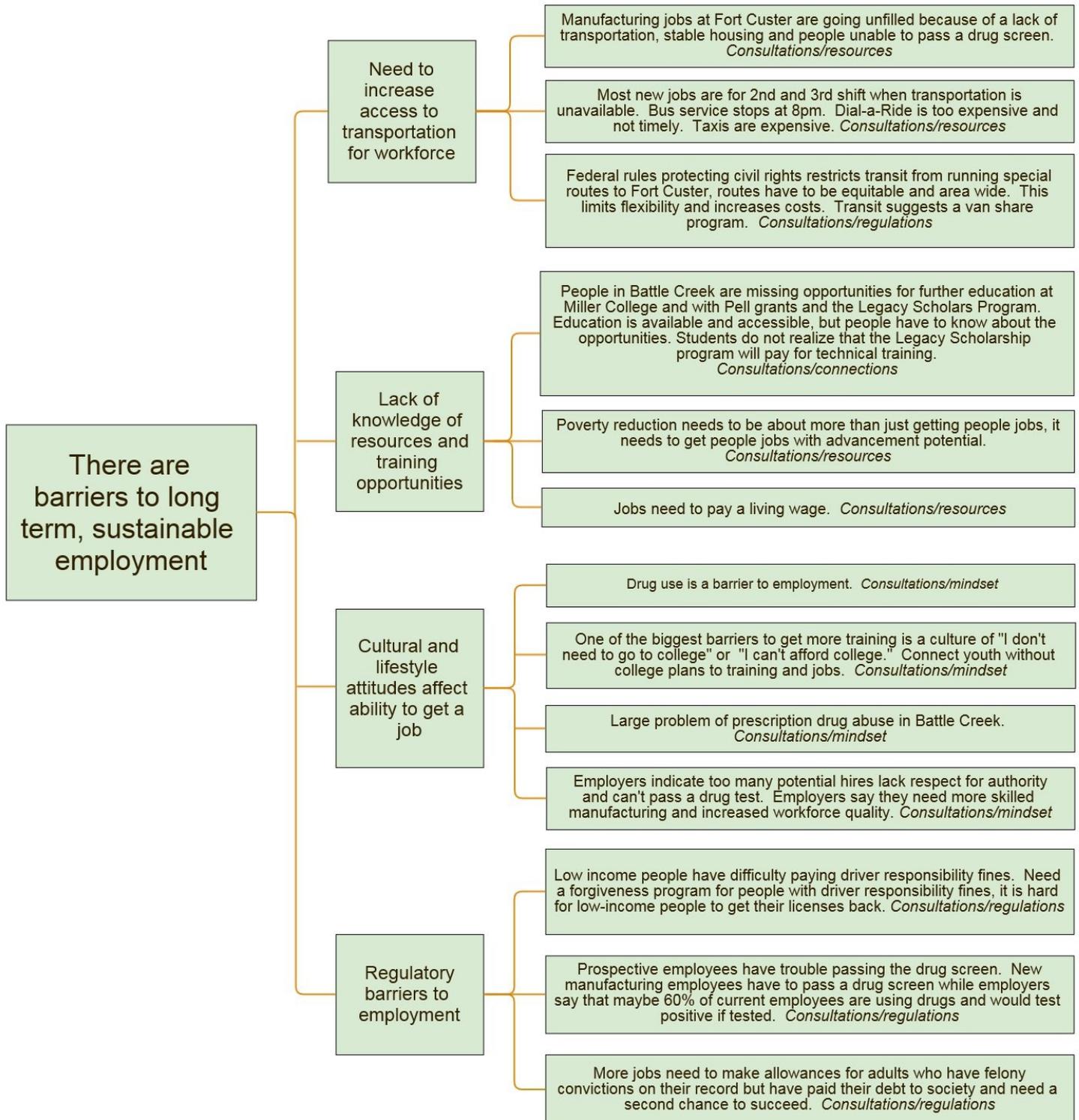
A similar vibrancy headline was found in the survey/public input root cause analysis.

Consultations: Safe & Affordable Housing

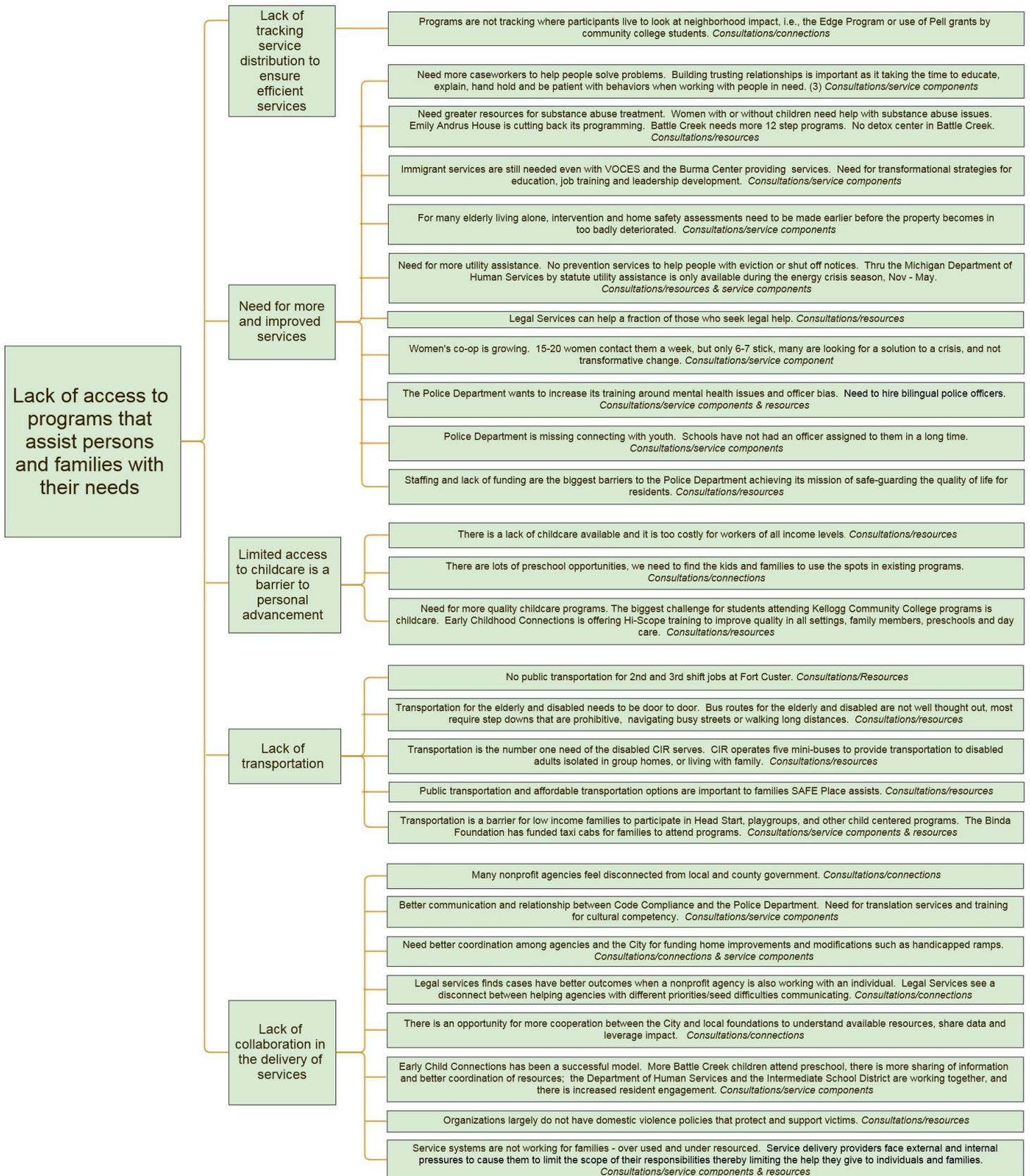


Consultations:

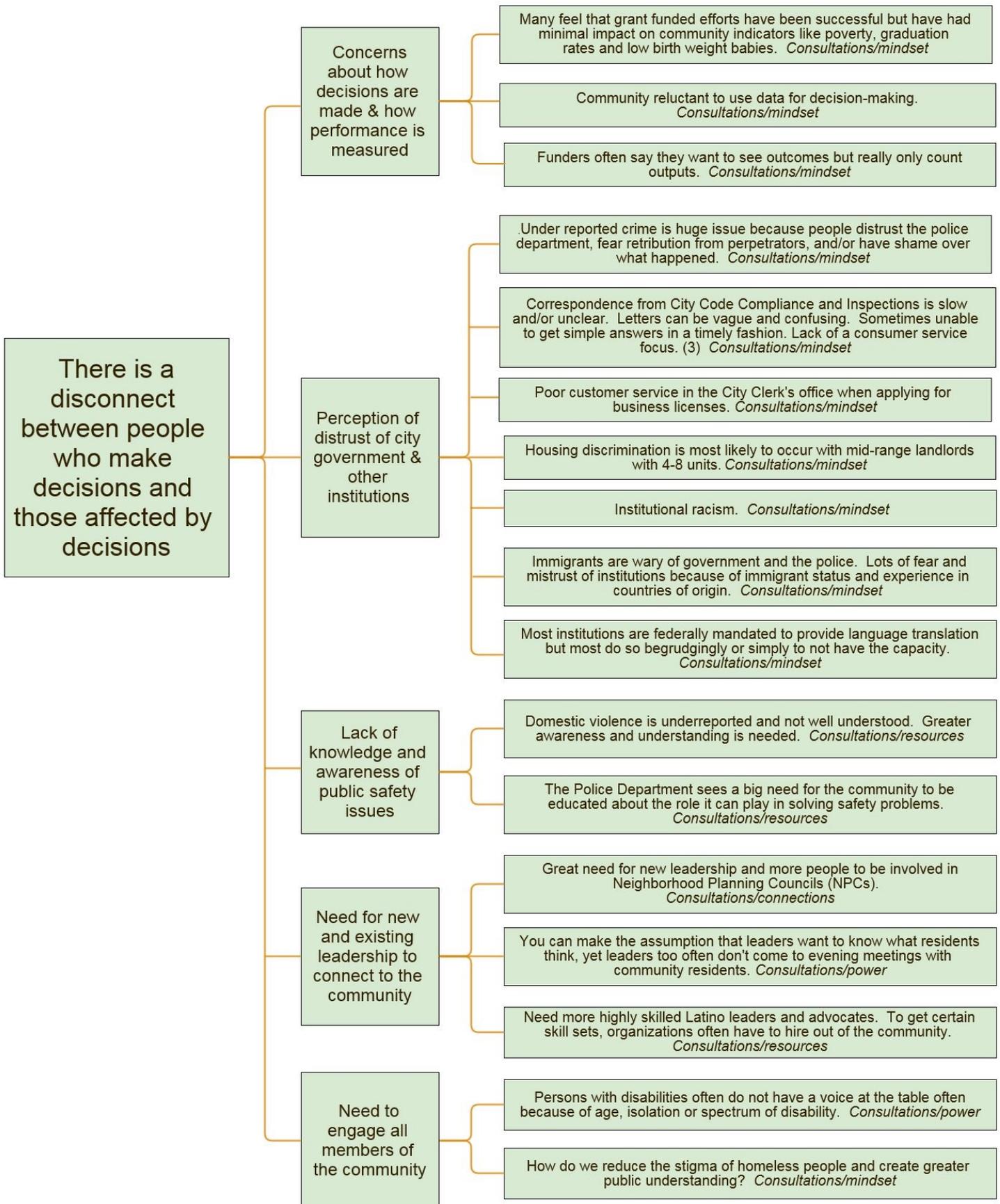
Work Force Development/Barriers to Employment



Consultations: Supportive Services



Consultations: Disconnect with Decision Makers



The City of Battle Creek’s **Community Development Department** supports neighborhoods by administering federal programs and coordinating planning efforts. It administers the federal **Community Development Block Grant (CDBG)** and **HOME Investment Partnership** formula grant programs. It has also successfully applied for federal **Neighborhood Stabilization Program (NSP)** competitive grant funds.

CDBG funds are awarded to entitlement cities of over 50,000 population, counties and states. Communities develop their own programs and funding priorities based on national objectives for neighborhood revitalization, economic development, and provision of public infrastructure and services. Priority must be given to activities which benefit low- and moderate-income people, or aid in the prevention and elimination of slums and blight. The City of Battle Creek spends 100% of its CDBG funds to benefit low- and moderate-income people and areas.

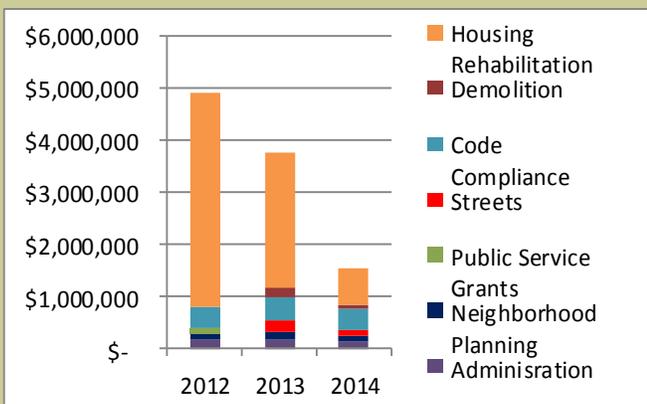
HOME is limited to assisting affordable housing, and **NSP** to rehabilitating or demolishing abandoned properties. **CDBG** funds the widest variety of activities and has been used to inspect and register thousands of rentals in low-income areas, rehabilitate hundreds of low-income peoples’ homes, and fund a variety of nonprofit programs through public service grants.

The descriptive analysis contained in this public engagement report, which is the product of a broadly distributed survey, ten public meetings and fifty consultations, will be used to determine and support the priorities for the City of Battle Creek’s 2015-2019 Consolidated Plan. This plan will also incorporate market analysis done by the City’s Community Development Department in its 2014 Community Development Snapshot and community needs data from the U.S. Census. It will lay out strategies and funded priorities for addressing the Battle Creek’s community development needs and will serve as the City’s plan and application for federal formula funding.

Prepared by:

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 Community Development Department
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 Battle Creek, MI 49014

Federal Funding (CDBG, HOME, NSP) by Activity



For additional community development resources or more information about the five year consolidated planning process visit the Community Development Department’s webpage at: www.battlecreekmi.gov

The survey instrument and the data collected during the public engagement process is available upon request. For more information contact Chris Lussier at cplussier@battlecreekmi.gov or (269) 966-3267.

