



CITY OF BATTLE CREEK, MICHIGAN  
**MASTER PLAN**

February 2018  
Prepared by Houseal Lavigne Associates





CITY OF BATTLE CREEK  
COMMUNITY SERVICES DEPARTMENT – PLANNING and ZONING

RESOLUTION ADOPTING THE MASTER PLAN AND FUTURE LAND USE PLAN, AND THE DOWNTOWN SUB-AREA PLAN,  
FOR THE CITY OF BATTLE CREEK

At a meeting of the Planning Commission of the City of Battle Creek, held on February 28, 2018 at 4:00 P.M. at City Hall, the Planning Commission determined that:

WHEREAS, the Michigan Planning Enabling Act, P.A. 33 of 2008, as amended, required the Planning Commission to make and adopt a basic plan or part of a plan corresponding with geographic sections of the City as a guide for the physical development of the municipality; and

WHEREAS, notices of intent to prepare an updated Master Plan were sent to all required entities and other government agencies, consistent with the provisions of the Michigan Planning Enabling Act, P.A. 33 of 2008 as amended; and

WHEREAS, throughout the process the City provided public messages relative to the necessary update and status of the plan, and provided significant opportunities for public and stakeholder engagement into the development of the plan; and

WHEREAS, the Planning Commission has made careful and comprehensive surveys and studies of present conditions and the future needs of the City and surrounding land areas and have prepared a draft of the updated Master Plan and future Land Use Plan and Downtown Sub-Area Plan; AND

WHEREAS, the Master Plan and Downtown Plan includes text, maps, land use, and development policies, existing and future land use, demographics, and implementation strategies; and

WHEREAS, the Master Plan includes a future Land Use Plan for the City of Battle Creek that allocates land in appropriate amounts for the future development of single-family and multiple-family residential uses, office, commercial, industrial, and public uses; and

WHEREAS, the City of Battle Creek mailed notices of distribution to each entity required by statute, and provided public notices that the plans were available for review and comment for at least 63 days; and

WHEREAS, the Planning Commission held a public hearing in accordance with the procedures of the Michigan Planning Enabling Act, P.A. 33 of 2008;

THEREFORE, LET IT BE RESOLVED that the City of Battle Creek Planning Commission adopts the Master Plan and Downtown Sub-Area Plan, dated February 28, 2018.

Adopted February 28, 2018

Daniel R. Buscher, Planning Commission Chair

Yeas: Baldwin, Buscher, Gray, Hopkins, Newman, Sobieralski, Stetler, Whitfield

Nays: 0

Absent: Godfrey



Resolution NO. 106

A Resolution to accept and place on file the City Master Plan and Downtown Sub-Area Plan adopted by the Planning Commission on February 28, 2018.

BATTLE CREEK, MICHIGAN - 3/6/2018

Resolved by the Commission of the City of Battle Creek:

WHEREAS, the Michigan Planning Enabling Act, P.A. 33 of 2008, as amended, required the Planning Commission to make and adopt a basic plan or part of a plan corresponding with geographic sections of the City as a guide for the physical development of the municipality; and

WHEREAS, notices of intent to prepare an updated Master Plan were sent to all required entities and other government agencies, consistent with the provisions of the Michigan Planning Enabling Act, P.A. 33 of 2008 as amended; and

WHEREAS, throughout the process the City provided public messages relative to the necessary update and status of the plan, and provided significant opportunities for public and stakeholder engagement into the development of the plan; and

WHEREAS, the Planning Commission has made careful and comprehensive surveys and studies of present conditions and the future needs of the City and surrounding land areas and have prepared a draft of the updated Master Plan and future Land Use Plan and Downtown Sub-Area Plan; AND

WHEREAS, the Master Plan and Downtown Plan includes text, maps, land use, and development policies, existing and future land use, demographics, and implementation strategies; and

WHEREAS, the Master Plan includes a future Land Use Plan for the City of Battle Creek that allocates land in appropriate amounts for the future development of single-family and multiple-family residential uses, office, commercial, industrial, and public uses; and

WHEREAS, the City of Battle Creek mailed notices of distribution to each entity required by statute, and provided public notices that the plans were available for review and comment for at least 63 days; and

WHEREAS, the Planning Commission held a public hearing in accordance with the procedures of the Michigan Planning Enabling Act, P.A. 33 of 2008;

THEREFORE, LET IT BE RESOLVED that the City of Battle Creek City Commission acknowledge and accepts the City Master Plan and Downtown Sub-Area Plan, adopted by the Planning Commission at their February 28, 2018 meeting, as the City's guiding document for land development, polices, and programs.

I, Victoria Houser, City Clerk of the City of Battle Creek, hereby certify the above and foregoing is a true and correct copy of a Resolution adopted by the Battle Creek City Commission at a Regular meeting held on March 6, 2018.

Victoria I. Houser
Victoria Houser

Battle Creek City Commission
3/6/2018

Action Summary

Staff Member: Christine M. Zuzga, AICP, Planning Manager

Department: Planning

SUMMARY

A Resolution to accept and place on file the City Master Plan and Downtown Sub-Area Plan adopted by the Planning Commission on February 28, 2018.

BUDGETARY CONSIDERATIONS

The adoption of these plans will approve funding for any project or program; any implementation costs would be associated with regular operating budgets allocated in the budgeting process.

HISTORY, BACKGROUND and DISCUSSION

The Master Plan and Downtown Sub-Area Plan will serve as the City's official guide for growth and development over the next 10-20 years. It is the "road map," detailing long-term vision for important issues related to growth, development, land use, sustainability, and design of public and private spaces.

The Michigan Planning Enabling Act, Act 33 of 2008, as amended, allows for municipalities to create and adopt a master plan that serves the following standards:

- (a) Is coordinated, adjusted, harmonious, efficient, and economical.
(b) Considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of such factors as trends in land and population development.
(c) Will, in accordance with present and future needs, best promote public health, safety, morals, order, convenience, prosperity, and general welfare.
(d) Includes, among other things, promotion of or adequate provision for 1 or more of the following:
(i) A system of transportation to lessen congestion on streets and provide for safe and efficient movement of people and goods by motor vehicles, bicycles, pedestrians, and other legal users.
(ii) Safety from fire and other dangers.
(iii) Light and air.
(iv) Healthful and convenient distribution of population.
(v) Good civic design and arrangement and wise and efficient expenditure of public funds.
(vi) Public utilities such as sewage disposal and water supply and other public improvements.
(vii) Recreation.
(viii) The use of resources in accordance with their character and adaptability.

Michigan Planning Enabling Act outlines the responsibility of a Planning Commission to prepare and adopt a master plan, and after adoption, requires the plan to be forwarded to the legislative body. Planning staff and the Planning Commission recognizes the important role the City Commission has had in the development of this plan, and although not required by Statute, requests approval of the attached resolution acknowledging and accepting the master plan.

The City contracted with Houseal Lavigne for the development of the plan, and they and staff invested a lot of time dedicated to research, analysis, and community engagement. While visionary in nature, effort was made to frame the plan in reality, and as such includes very tangible action items that provides direction to the City related to projects, programs, budgeting, and policy.

The plan incorporates planning efforts that have been completed thus far in the community including BC Vision, Target Market Analysis, Housing Market Study, Placemaking Study, etc. A lot of time, effort, and input was invested in these plans, and staff felt that it was important to include that work into the Master Plan where possible.

In addition to using the public input from these other plans, the development of the Master Plan included community engagement throughout the process, which included targeted efforts with residents, business owners, community stakeholders, and other City departments. Efforts were made to provide public awareness in a variety of ways including radio, tv, newspaper, social media, water billing inserts, posters, flyers, and website updates. Additionally a variety of methods were used to elicit feedback including workshops, open houses, one on one conversations, survey (online/paper, written/map/photo survey) and presentations to local organizations. Throughout the course of the project, there were over 50 scheduled discussion opportunities with 2,500 points of contact made in the community.

Once adopted, the heavy lifting begins. Staff has already started a project list based on the action items in the plan, and will be proceeding with a public awareness program throughout the implementation to ensure the community remains informed with the progress.

DISCUSSION OF THE ISSUE

POSITIONS

ATTACHMENTS:

Table with 2 columns: File Name, Description. Row 1: No Attachments Available





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CHAPTER 1  
**INTRODUCTION**



The City of Battle Creek is a regional center within Western Michigan, home to global employers, historic neighborhoods, and cultural amenities which make it an inviting community to call home. Dubbed “Cereal City,” the City is the global headquarters of Kellogg’s Cereal, but also boasts a full range of national and international companies providing 1,000s of jobs. Battle Creek has a historic past rooted in many of the County’s most significant eras, including the original incident which gave the City its name. Today, a mix of local history and forward thinking has resulted in a community that offers a variety of living options, a dense urban core, and unique cultural assets like Leila Arboretum, Binder Park Zoo, Kellogg Arena, and Kellogg Community College

In the past decade; however, Battle Creek has weathered a global recession which has dramatically challenged the way communities plan for the future. As the City faces the demographic and market trends of a post-recession era, the need for new direction for development, investment, and general improvements has become clear. Understanding this, the City initiated a 24-month process to update its Master Plan in June of 2015. The Battle Creek Master Plan is the culmination of that effort, establishing a new long-range vision for the community.

## PURPOSE OF THE MASTER PLAN

The Master Plan for the City of Battle Creek serves as the City’s official guide for land use and development over the next 10-20 years. It acts as Battle Creek’s “playbook,” detailing a long-term vision and policy agenda for important issues like land use, housing, parks, infrastructure, transportation, and more. Ultimately, the Plan answers the question: “what should Battle Creek look like in 10-20 years and how do we get there?”

The Michigan Planning Enabling Act (MCL 125.3881-3851) authorizes local governments to adopt a Master Plan for physical development within its jurisdiction. The City’s previous Master Plan was adopted in 1997. Understanding that many of the 1997 Master Plan’s goals and objectives remain relevant, this planning process updated and refined the previous Master Plan to reflect new data, new community input, and changing market, development, and demographic trends.

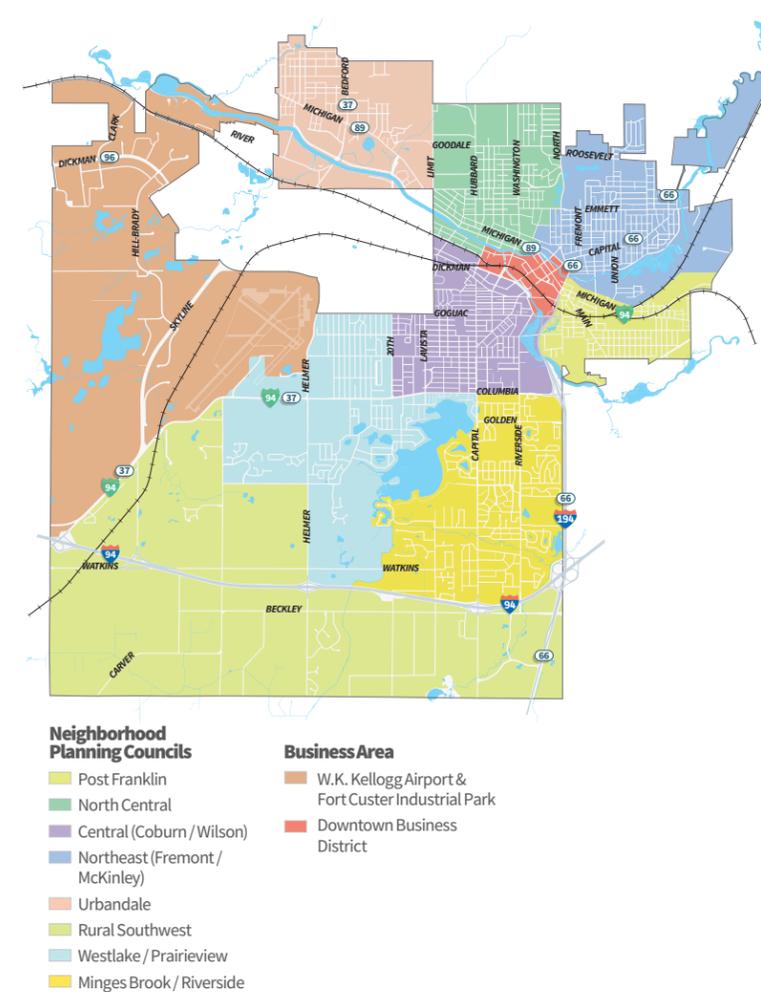
## NEIGHBORHOOD PLANNING COUNCILS (NPC)

A Neighborhood Planning Council (NPC) is a group of citizens from the same residential area who meet to discuss planning issues and work to ensure that the needs of residents are met. NPCs are advisory councils appointed by the City Commission that actively work with the City to bring about desired changes within each neighborhood.

The City of Battle Creek is split into eight Neighborhood Planning Councils, as well as three business areas:

- NPC #1: Post Franklin
- NPC #2: North Central
- NPC #3: Central (Coburn/Wilson)
- NPC #4: Northeast (Fremont/McKinley)
- NPC #5: Urbandale
- NPC #9: Rural Southwest
- NPC #10: Westlake/Prairieview
- NPC #11: Minges Brook/Riverside
- Business Area: W.K. Kellogg Airport
- Business Area: Fort Custer Industrial Park
- Business Area: Downtown Business District

Although the Master Plan is a high-level roadmap for the entire City of Battle Creek, the planning process recognized that Battle Creek is a quilt of diverse neighborhoods and areas. The new Master Plan recognizes and reinforces the existing Neighborhood Planning Council system and utilized feedback and input from each NPC, where appropriate, to incorporate their unique insight into the community.



## PLANNING PROCESS

The Master Plan is the culmination of a seven-step planning process which spanned 24 months. The process included extensive community outreach, a full demographic and market analysis, and a review of existing conditions through research and field reconnaissance, all summarized in the interim Existing Conditions Report. These steps were essential to the creation of the Master Plan and the establishment of policies and direction for Battle Creek’s future. The Planning Process included the following seven steps:

- **Step 1:** Existing Conditions Report
- **Step 2:** Community Outreach
- **Step 3:** Market Analysis
- **Step 4:** Master Plan: Green Infrastructure / Sustainable Development Chapter
- **Step 5:** Master Plan: Goals, Objectives & Strategies Chapter
- **Step 6:** Master Plan: Future Land Use Chapter
- **Step 7:** Master Plan: Implementation Chapter



CHAPTER 2  
**COMMUNITY OUTREACH**



**B**attle Creek's Master Plan is the product of a planning process that actively sought input from a variety of stakeholders, including residents, neighborhood groups, business owners, developers, service providers, elected and appointed officials, and City staff. A variety of outreach efforts have been used to gather the concerns, ideas, and aspirations of residents. This feedback and input has been critical in identifying the key issues and opportunities for the Existing Conditions Report that will serve as the foundation for the new Master Plan.

### NATIONAL CITIZEN LIVABILITY REPORT (2015)

In 2015, the City commissioned a report with two research partners to assess the "livability" of Battle Creek. It conducted a statistically valid survey of residents. Some of the key findings include:

- About one third of residents rated the quality of life in Battle Creek as excellent or good. This rating was much lower than ratings in comparison communities.
- The economy and public safety were ranked as the most important issues for residents.
- Only one-third feel that the overall quality of City services is excellent or good. Fire protection and garbage collection received the highest marks while street repair and code enforcement earned the lowest.
- Many residents have relationships with their neighbors, but feel the ties to their community are lacking.
- 95% of participants believe that increasing the total number of permanent jobs in Battle Creek is essential or very important; this was the highest of six special topics.

### KELLOGG FOUNDATION & KELLOGG COMPANY: BC VISION PLAN (2015)

The BC Vision Plan was developed jointly by the W.K. Kellogg Foundation and the Kellogg Company with heavy community participation. The planning process sought to establish a community vision for Battle Creek. The resulting Plan envisions the City as a thriving community for people to live, work, and play, where there is equitable opportunity for all residents to have the income, education, and resources they need to be successful. The Plan focuses on jobs, talent, and a culture of vitality. Its goals are:

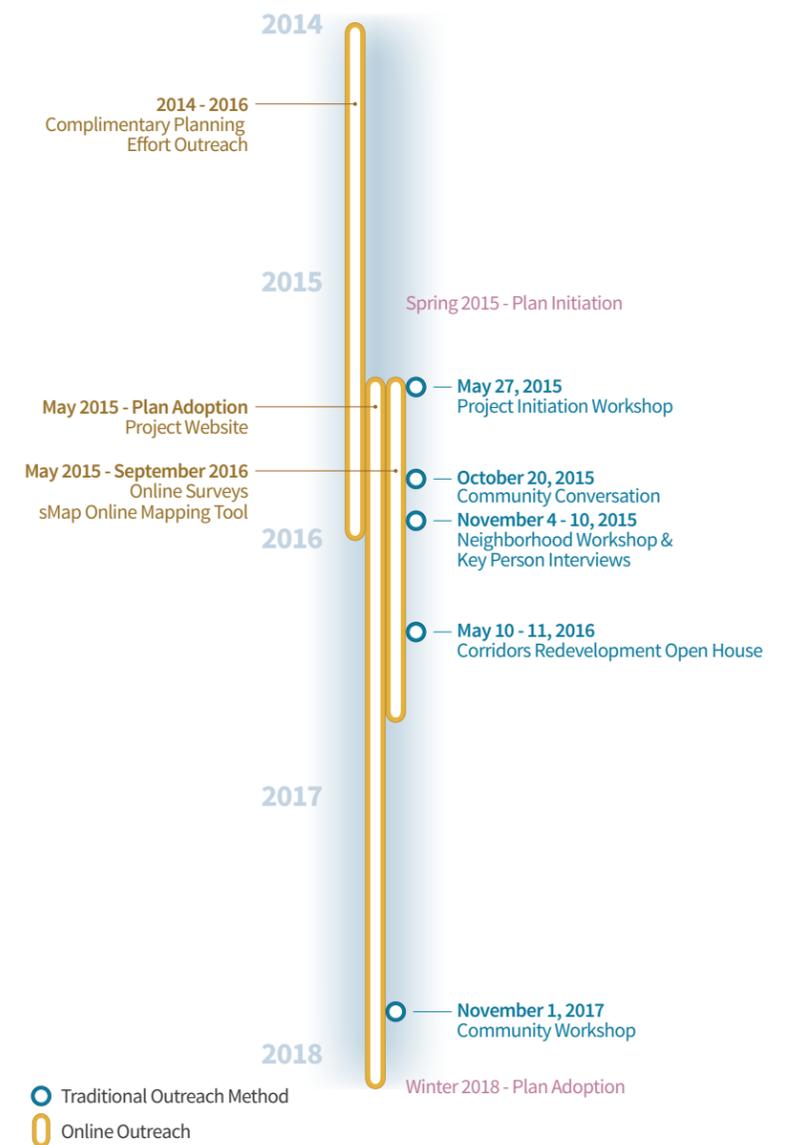
- Increase the number of permanent jobs.
- Increase the number of residents with the skills and opportunities for employment.
- Increase college and career readiness.
- Increase kindergarten readiness.
- Strengthen the culture of vitality (e.g. civic pride, trust, communication, civic participation, etc.).

### OTHER COMPLIMENTARY OUTREACH EFFORTS

Other community outreach has been conducted over the past several years, including both the aforementioned Community Livability Report. While these outreach efforts were not officially a component of the Master Plan process, the input received will be included in the planning process and provides valuable insight. These reports and studies are further detailed in the Existing Conditions Report.

### MASTER PLAN OUTREACH EFFORTS

Outreach conducted in support of the Master Plan includes both in-person meetings and workshops as well as online tools and applications. These efforts helped to compliment each other, providing members of the community a variety of methods by which to get involved. Public engagement was publicized and made available across numerous medias, including over 250 instances of community participation. For more detailed information regarding community outreach, see the Existing Conditions Report. The complete outreach process spanned from 2015 to 2017, as detailed to the right.





## SUMMARY OF PRIORITY ISSUES & CONCERNS

The following is a summary of priority issues and concerns which were identified throughout the outreach process and across multiple outreach events and efforts. These highlight the major issues and points of interest which were consistently identified; however, this does not include the full body of input received from the community. For more detailed summaries of individual outreach efforts, see the Existing Conditions Report.

**Please note that the following issues and concerns do not represent recommendations of the Master Plan or City policy, and are intended to document input as received from the community.**

## ECONOMIC DEVELOPMENT

The attraction and retention of businesses was discussed throughout community outreach, particularly the need for job creation, workforce education, and ways to foster small business development. The Downtown was cited as a location for start-up companies, while the continued growth of Fort Custer Industrial Park and retention of existing tenants was emphasized. Residents also noted a lack of locally-owned businesses, and have a perception that businesses turn over with greater frequency in Battle Creek. Some noted a high frequency of vacant commercial structures and buildings, many of which are falling into disrepair. While Downtown was largely discussed, commercial corridors particularly Columbia Avenue and Capital Avenue were cited for business growth and the need for new small business tenants.

## BLIGHT & VACANCIES

The prevalence of blight and vacant properties was a common point of discussion. Many participants noted the frequency of vacant homes and parcels within neighborhoods, especially the central neighborhoods located northeast or southwest of Downtown Battle Creek. Residents highlighted the dilapidated nature of properties in Battle Creek, including rundown structures, overgrown yards, and code violations. This was often linked to a higher number of rental properties and absentee landowners. In many areas, poor upkeep of empty houses has resulted in demolition, converting compact neighborhoods into sparse groups of homes. Community members argued that blight has resulted in depreciation of home values and blocked against investment in the City, thus causing a growing lack of pride in both local neighborhoods and Battle Creek as a whole.

## HOUSING

Closely related to the discussion of blight and vacancy was the issue of housing, including concern for the poor condition and age of the local housing stock. Comments highlighted issues with property maintenance and structural maintenance, particularly within older neighborhoods, either through neglect by the tenant or property owners. Some respondents argued that newer homeowners are less knowledgeable or concerned about regular property maintenance. Stricter code enforcement and general education were emphasized to ensure housing is well maintained. Residents supported stricter code enforcement related to property maintenance, hoping this will reduce the frequent and often persistent violations that can take extended periods of time to remedy.

## DOWNTOWN BATTLE CREEK

One of the main areas where vacancies were noted in the community was Downtown Battle Creek. Participants wanted to see new businesses and uses within the Downtown that would generate activity in the area and attract new residents and visitors to the community. In addition, many felt that residential uses in the Downtown should be increased, both in existing but empty residential spaces and in vacant commercial spaces which could benefit from adaptive reuse.

## COMMERCIAL CORRIDORS

The discussion of economic development and vacancy was consistently linked to the City's commercial corridors. Discussion pertained not only to the need for additional businesses to fill numerous vacancies, but also the need for physical improvements and repairs. Residents called for the creation of dedicated plans or established visions for the Columbia Avenue and Beckley Road corridors. Participants hoped to see improvements to sidewalks, roadways, dilapidated structures, greater code compliance, and an overall more attractive appearance for vital commercial corridors. Some noted the lack of commercial businesses within their own neighborhoods, thus requiring residents to travel to a handful of commercial corridors for essential goods and services. The high speeds and lack of safety along these corridors was more generally discussed.

## POPULATION RETENTION

Participants discussed population retention relating to two issues within the City. First, it was stated that residents are choosing to move to the community's periphery, often just outside the municipal limits. Respondents noted that individuals could choose to live directly outside Battle Creek while still working in the City and benefiting from public amenities. The second issue is that professionals and executives from local businesses often chose to live outside of Battle Creek and commute to the community for work, most commonly preferring Kalamazoo. Participants felt that improvements to the City should be geared toward attracting executives to live within Battle Creek rather than neighboring municipalities. New residential spaces in Downtown Battle Creek were identified as a potential avenue to attract young professionals and business executives to the City.

## EDUCATION

The quality of education in Battle Creek was frequently cited as a concern amongst the community, though residents were uncertain if local schools truly have poor programming or are simply perceived as such. Overall, the conditions of school facilities were discussed; however, many noted that despite well maintained and high quality facilities, students were still underperforming within the districts. Discussion also focused on the number of separate Battle Creek school districts. Some felt that consolidation of the districts would enable program improvements and facilitate better resource management. Residents agreed that a poor perception of area schools could be a significant factor in deterring new residents from moving to Battle Creek. It was also argued that, as a result of multiple school districts, some neighborhoods are facing deteriorating or closing school facilities where districts are unable to allocate new funds.

## CRIME & SAFETY

The prevalence of crime and poor safety was also discussed widely by participants. These issues were often closely related to blight and poor housing quality as well as police and fire department operations. While neighborhoods closer to Downtown Battle Creek more frequently mentioned issues with drug abuse, even more rural neighborhoods listed crime issues such as breaking and entering. Many participants noted that the perception of high crime and poor safety can be equally damaging, even in areas that are not unsafe. Residents called for better funding, allocation of officers, and increased patrolling for the police department. In some neighborhoods, residents were concerned with the response times for emergency response organizations.

## IMAGE

Many of the issues and concerns noted were also tied back to the poor image of Battle Creek both locally and within the region. Residents felt that locals lack pride in the community, and that the City is losing out to regional neighbors. This included businesses and executives who chose to live in Kalamazoo despite working in Battle Creek. Respondents noted a need for a better, more united public image and attempts to elevate the City's regional position.

## ACCESSIBILITY & CONNECTIVITY

Many community members felt that pathways and transportation modes within the community are lacking. This included insufficient public transit, poor bikeability and walkability, and a lack of connections between separate areas of the community that are divided by major barriers including rivers, high traffic roadways, and changes in elevation. The Linear Park was also highlighted as an asset linking portions of the City along the river corridor.

## PROGRAMS & LOCAL RESOURCES

Residents felt that new programs and local resources should be developed to offer greater assistance in the community. In some neighborhoods, residents discussed a lack of youth activities and programs which could be resulting in adolescent illegal activity. Programs to keep students engaged or prepare them for secondary education and employment were desired. In addition, participants wanted to see more programs geared toward adults and preparing residents for employment. Some emphasized the need for a program or set of programs that could help adults get a fresh start on their life and career.

## LACK OF COMMUNITY FOCUS

Many of the discussions held during community outreach demonstrated a general lack of focus for the Battle Creek community. Many felt that the City has a variety of important assets and strengths that should greatly benefit the community; however, the lack of a clear vision has made progress difficult. For example, some residents argued that Fort Custer Industrial Park is an important asset, but focus there has impeded industrial development elsewhere such as the east side of the community. Similarly, some felt that while improvements in Downtown Battle Creek have greatly benefited the aesthetics and character of the district, the lack of an economic development plan has reduced the effectiveness of revitalization. Residents felt that the community needs to identify a desired future identity which can help guide current decision making in a unified effort.



CHAPTER 3  
**COMMUNITY PROFILE**

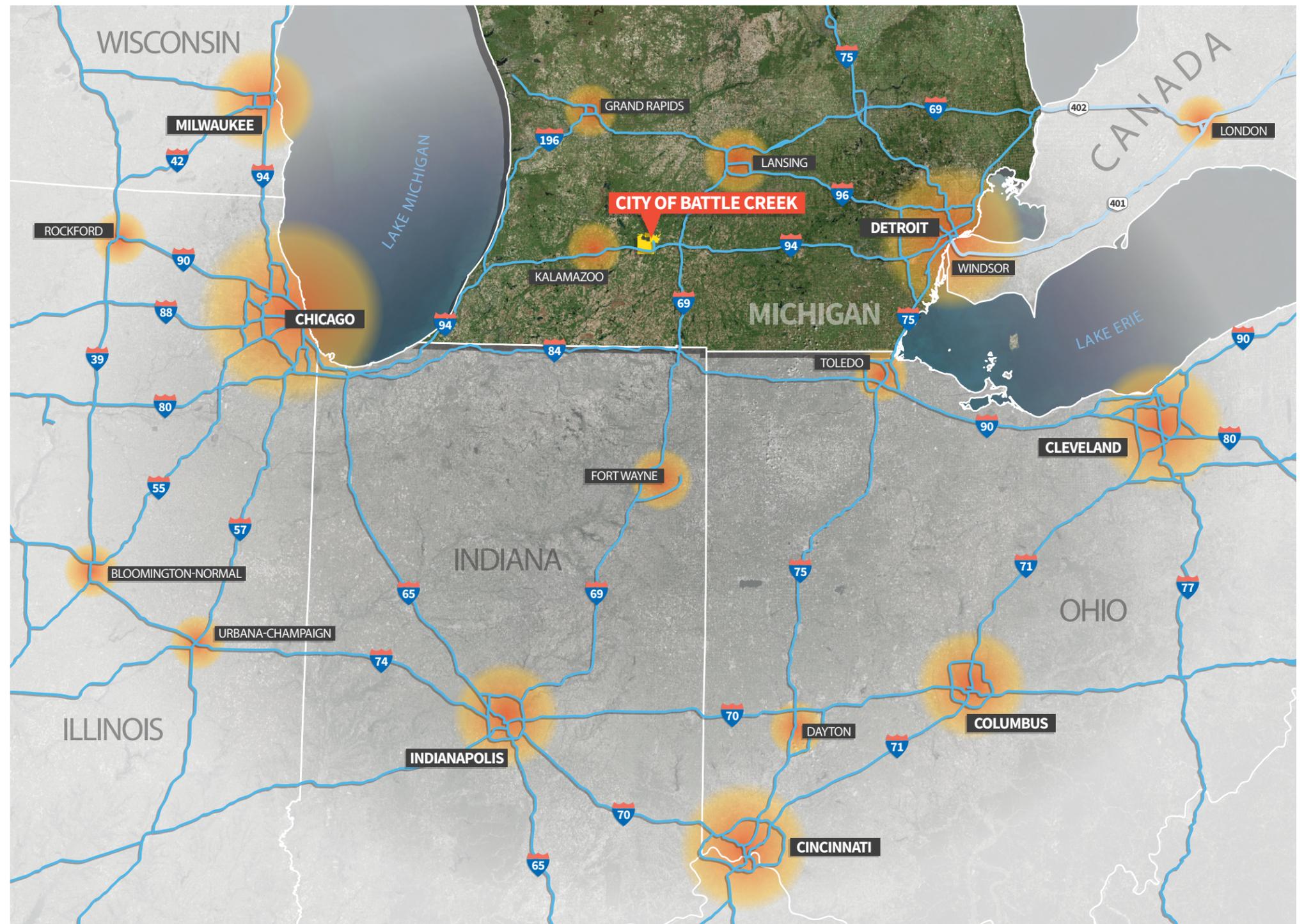
Long-range visioning and planning is founded upon an understanding of where the community is today. This chapter provides important background information about the community, including the community's regional position, its history, relevant past plans and studies, a demographic and market analysis, existing land use, and the current zoning. Collectively, this information paints a profile of the Battle Creek community and establishes a foundation for more detailed analysis within the Master Plan.

## REGIONAL SETTING

The City of Battle Creek is located in western Michigan, approximately 115 miles west of Detroit and 160 miles northeast of Chicago. It sits within Calhoun County and is the principal city of the Battle Creek Metropolitan Statistical Area (MSA). Known as "Cereal City" and the "Breakfast Capital of the World," Battle Creek is headquarters to Kellogg's, a multi-billion dollar, multi-national corporation specializing in food manufacturing.

I-94 runs through the southern portion of the community, connecting Battle Creek with Detroit in the east and Chicago, Milwaukee, and Minneapolis in the west. The community can also be accessed via freight rail (Canadian National and Norfolk Southern), passenger rail (Amtrak), and air (W.K. Kellogg Airport).

Battle Creek's neighbors include the City of Springfield, Newton Township, and the Charter Townships of Bedford, Pennfield, and Emmett.



# COMMUNITY HISTORY



## EARLY ORIGINS

Prior to white settlement, the Battle Creek area was home to several nomadic and native peoples, including the Potawatomi Indians. In 1825, government surveyors and two Potawatomi Indians engaged in an altercation roughly 8 miles northeast of the city, leading the stream where the skirmish occurred to be named Battle Creek.

After the government survey was completed, land in southwest Michigan was offered for sale in 1831. Several pioneers moved to the area, attracted to the water power potential of the Battle Creek and Kalamazoo rivers. In 1845, the Michigan Central railroad extended to Battle Creek, and the Peninsular railroad later connected as well. Rail access connected Battle Creek to the greater region and allowed the community to thrive economically.

## FREEDOM CITY

Settled by the Quakers, Battle Creek is known for its welcoming atmosphere and tolerance. Around the time of the Civil War, the community became a hub for anti-slavery thinkers and advocates and it was an important stop along the “Quaker Route” on the Underground Railroad. Residents Erastus and Sarah Hussey assisted more than 1,000 fugitives to freedom between 1840 and 1855. Some of the runaway slaves fled to Canada, but many decided to stay in Battle Creek and build a new life.

Sojourner Truth, one of the country’s most famous abolitionists, lived in the Battle Creek area for the last 26 years of her life, attracted to its commitment to freedom and human rights.

## HEALTHY CITY

In the 1850s, Ellen and James White established a Christian ministry in Battle Creek which soon became the Seventh-day Adventist Church, now one of the world’s largest Protestant denominations. Battle Creek quickly became the world headquarters of the denomination, also containing its publishing division.

After receiving visions on diet reform and personal health, Ellen White founded a health reform institute in Battle Creek. The institute offered a combination of spiritual and diet-based treatments for patients. A graduate of her program, Dr. J.H. Kellogg later took over the institute and built it into the world-renown Battle Creek Sanitarium specializing in hydro-therapy and diet reform. As a part of the diet reform, and with the purpose of prohibiting alcohol, meat, tobacco, and caffeine, the Sanitarium developed several new health foods, including the first flaked cereal.

## CEREAL CITY

One patient, C.W. Post, was eager to turn the diet reform treatment into a national business. By 1894, he created his own versions of the Sanitarium’s cereals (Grape-Nuts) and coffee substitute (Postum). He quickly became rich through such endeavors, and other businessmen became attracted to the growing breakfast foods industry.

In 1906, W.K. Kellogg (the brother of Dr. J.H. Kellogg) started his own breakfast cereal business, the Battle Creek Toasted Corn Flake Company. After much prosperity, Kellogg decided to give back to the Battle Creek community by setting up the W.K. Kellogg Foundation. Many believe that Kellogg’s generosity helped the community weather the Great Depression better than other peer cities.

## MILITARY CITY

In 1917, the community of Battle Creek built Camp Custer to provide basic training for thousands of doughboys entering World War I. Within five months, more than 8,000 men transformed 8,000 acres into one of 36 camps built to prepare soldiers to fight in the Great War. The influx of soldiers had a huge impact on the City. However, the influenza pandemic killed hundreds of soldiers and civilians in September of 1918 and caused residents to rally to make lonely young recruits feel welcome.

Camp Custer was changed to Fort Custer in 1940 and became a permanent military reserve. Through World War II, Fort Custer continued to train and process thousands of soldiers, and drew more industry as it supported the war effort; even Kellogg produced and packaged rations for the Army.

## POST-WAR CITY

After World War II, the Kellogg Community College campus was completed and Battle Creek welcomed the new interstate highway system as well as a new airport. In the late 1950s and 1960s “rock ‘n roll” flourished in the community and fostered future Mo-town stars which triggered the establishment of community organizations like Community Chorus, Civic Theater, and the Arts Council.

In the post-war years, Battle Creek faced urban challenges shared by many other core cities. Post-war growth fueled suburbanization, and residents moved from the city to the suburbs. Accordingly, Downtown Battle Creek declined as population patterns and industry needs changed. As the needs at Fort Custer changed, the City purchased 1,800 acres of abandoned land and began creation of the now-successful Ford Custer Industrial Park.

In 1983, the City of Battle Creek and Battle Creek Township voted to merge into one municipality. The main driver of the merger was Kellogg’s, who felt that consolidation would enhance the cost efficiency of local government as well as make it easier to recruit and retain workers.

## PRESENT DAY

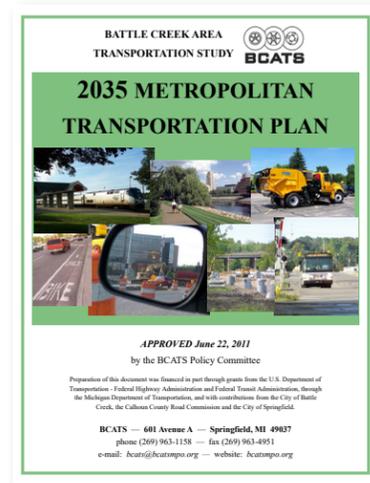
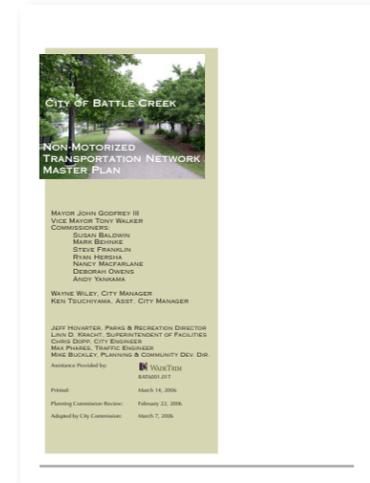
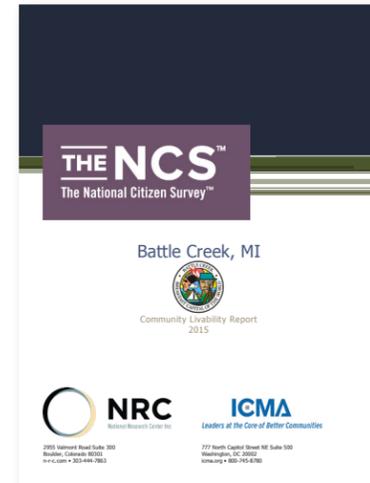
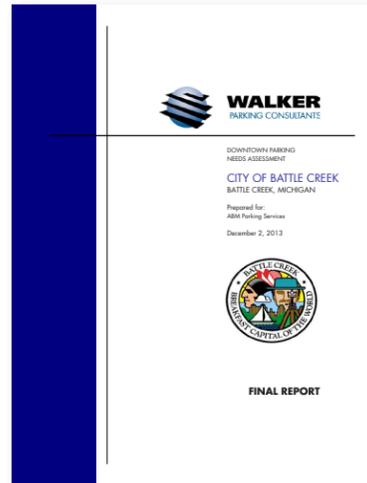
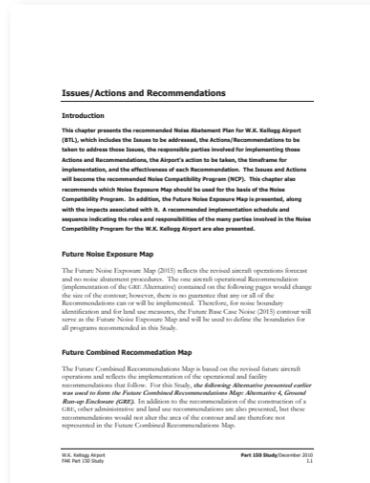
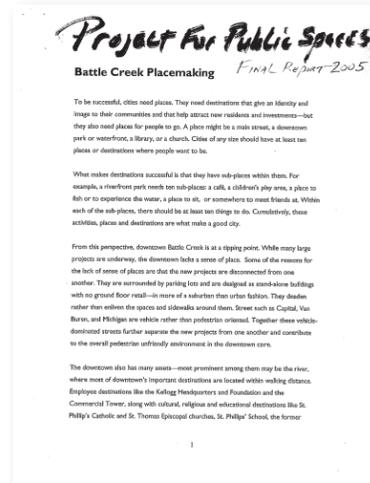
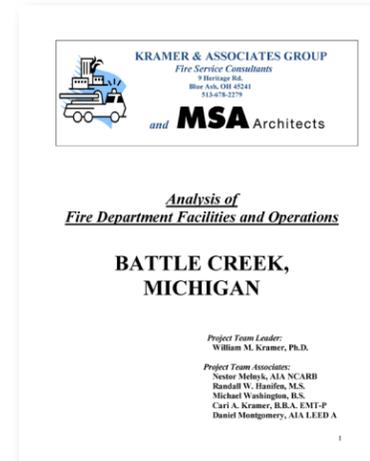
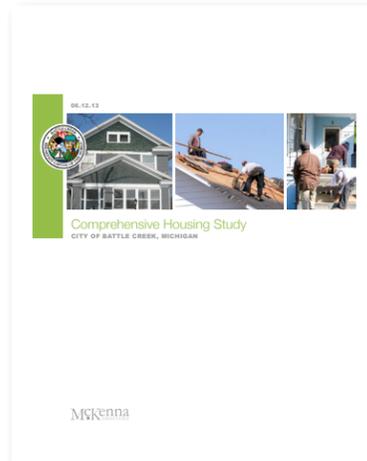
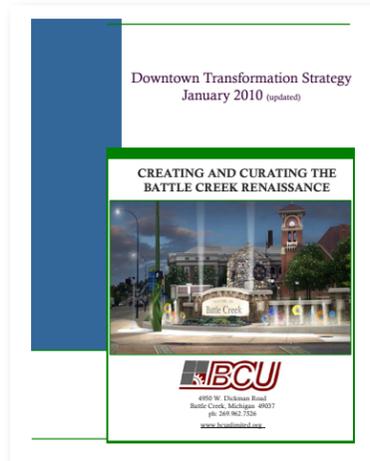
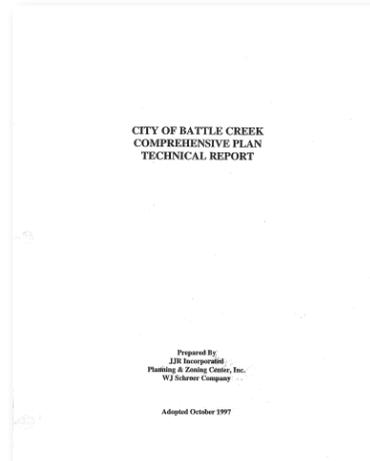
Today, Battle Creek continues to thrive. Kellogg’s is still a major driver of the local economy, employing thousands of workers and opening a major \$75 million research institution which recently underwent a \$54 million expansion. The Fort Custer Industrial Park is one of the premier business parks in Michigan, home to more than 90 companies employing nearly 10,000 people. Downtown Battle Creek is also undergoing revitalization, with all types of new investment ranging from restaurants to streetscaping, community activities to residences and more. Ultimately, Battle Creek is proud of its welcoming past and intends to maintain that atmosphere as it charts its course in the 21st century.

## PAST PLANS & STUDIES

The Master Planning process included a full review of past plans and studies impacting policy, planning, and development within the City of Battle Creek. This analysis ensured that the objectives and recommendations of the Master Plan respond to prior planning efforts and, where applicable, are in alignment with previously established policies and direction. The following past plans and studies were reviewed (for a full summary of each individual plan, see the **Existing Conditions Report**):

- **City of Battle Creek:** Master Plan (1997)
- **Project for Public Spaces:** Downtown Placemaking Study (2005)
- **City of Battle Creek:** Non-Motorized Transportation Network Master Plan (2006)
- **Columbia Avenue BID:** Columbia Avenue Urban Design Master Plan (2007)
- **Battle Creek Unlimited:** Downtown Transformation Strategy (2010)
- **City of Battle Creek:** Fiscal Economic Impact (2016)
- **City of Battle Creek:** Live Local (2016)

- **W.K. Kellogg Airport:** Noise Abatement Plan (2010)
- **Battle Creek Area Transportation Study:** 2035 Metropolitan Transportation Plan
- **City of Battle Creek:** Comprehensive Housing Study (2013)
- **City of Battle Creek:** downtown Parking Needs Assessment (2013)
- **Battle Creek Whitewater, Inc.:** Rethinking the Kalamazoo River in Battle Creek (2014)
- **City of Battle Creek:** Parks & Recreation Master Plan 2014-2018 (2014)
- **Promoting Active Communities:** Program Report for Battle Creek (2014)
- **City of Battle Creek:** Analysis of Fire Department Facilities and Operations (2015)
- **City of Battle Creek:** National Citizen Survey Community Livability Report (2015)
- **City of Battle Creek:** Analysis of Downtown Residential Market Potential (2015)
- **Kellogg Foundation & Kellogg Company:** BC Vision Plan (2015)





# DEMOGRAPHICS & MARKET ANALYSIS

An analysis of Battle Creek's demographic and market conditions was conducted to guide the planning process and provide the necessary background information for developing market-viable policy recommendations. The Analysis focuses on six topics: (1) population demographics, (2) employment, (3) housing, (4) retail, (5) commercial real estate, and (6) industrial real estate. Each section presents and assesses current trends, notes important market implications, and to the extent possible, makes projections for future growth and development opportunities. Collectively, this information provides a snapshot of Battle Creek's current and projected competitive position within western Michigan.

Data for this study were acquired from a variety of sources, including the American Community Survey (ACS), the U.S. Census, the State of Michigan, the City of Battle Creek, Colliers International, and ESRI Business Analyst, a nationally recognized provider of business and market data.

## DEMOGRAPHICS

### POPULATION

#### The population is declining slightly.

The population of Battle Creek has declined slightly over the past five years and is expected to decline at a slower rate over the next five years. Between 2010 and 2020, the population of Battle Creek is estimated to decrease by 588 people, which is roughly a decrease of 1.1% over the decade. This follows the same trend expected for Calhoun County, which is expected to decrease by 1.0%. Similarly, households are expected to decrease in both geographies between 2010 and 2020.

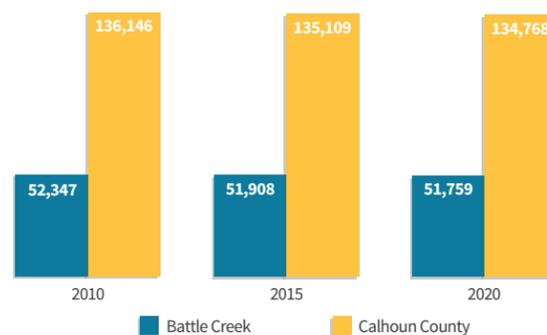
### Demographic Summary (2010, 2015, 2020) Battle Creek County & Calhoun County

	Battle Creek County			Projected Change (2010-2020)	
	2010	2015	2020		
Population	52,347	51,908	51,759	-588	-1.1%
Households	21,118	21,020	20,957	-161	-0.8%
Average Household Size	2.41	2.41	2.41	0	0.0%
Median Age	36.3	37.1	37.6	1.3	3.6%
Median Household Income	\$38,926*	\$38,727	\$44,668	\$5,742	14.8%

	Calhoun County			Projected Change (2010-2020)	
	2010	2015	2020		
Population	136,146	135,109	134,768	-1,378	-1.0%
Households	54,016	53,925	53,850	-166	-0.3%
Average Household Size	2.44	2.43	2.42	-0.02	-0.8%
Median Age	39.1	40.1	40.8	1.7	4.3%
Median Household Income	\$42,568*	\$42,533	\$50,526	\$7,958	18.7%

\*Census Data not available. Estimated using the 2006-2010 American Community Survey.  
Sources: U.S. Census; 2006-2010 American Community Survey; ESRI Business Analyst; Houseal Lavigne Associates

### Population (2010, 2015, 2020) Battle Creek & Calhoun County



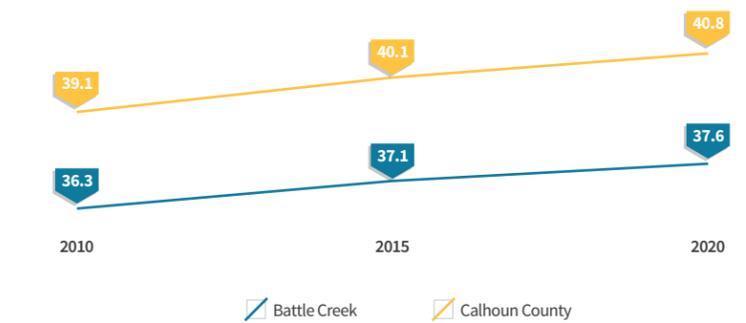
Source: ESRI; Houseal Lavigne Associates

## AGE

### Battle Creek's population is aging, but is younger than Calhoun County.

Between 2010 and 2020, Battle Creek's population is expected to increase slightly from 36.3 years old to 37.6 years old. However, the population of Battle Creek is still younger than Calhoun County which had a median age of 39.1 years in 2010 and is projected to increase to a median age of 40.8 years. When looking at the population by cohort from 2010 to 2020, younger cohorts are decreasing and older cohorts increasing. The largest increase was found in ages 70-74 which is expected to increase by more than half.

### Median Age (2010, 2015, 2020) Battle Creek & Calhoun County



Source: ESRI; Houseal Lavigne Associates

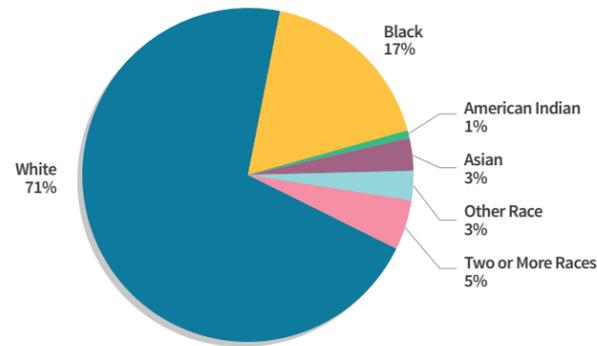
## RACE & ETHNICITY

**Battle Creek is becoming more diverse, but remains majority white.** In 2015, the majority of Battle Creek's population was White (71%), followed by Black (17.6%), "Two or More Races" (4.8%), Asian (3.1%), and "Other Race" (2.8%). Between 2015 and 2020, the White share of the population is expected to decline by 2.3%, with a tantamount increase in minority populations. In both 2015 and 2020, it is estimated that Battle Creek (29% racial minority) is more diverse than Calhoun County (19% racial minority).

Between 2010 and 2020, the share of the population identifying as Hispanic is expected to increase from 6.7% to 7.5%. Calhoun County is experiencing similar trends, however, the share of the County's population identifying as Hispanic is smaller.

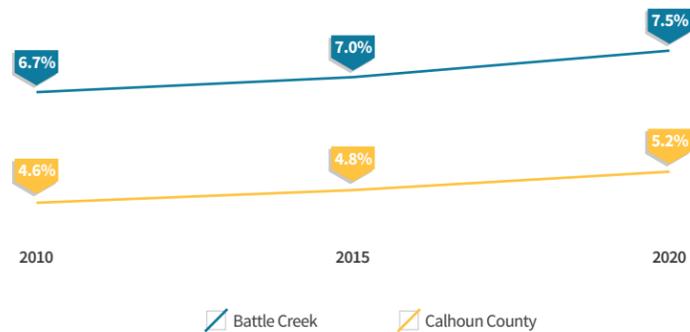
The most common language spoken at home is English (90.6%). The next most common language spoken is Spanish (5.3%) then Asian and Pacific Island Languages (2.5%) followed by Other Indo-European Languages (1.1%) and finally Other Languages (0.3%). Of those who said they speak Spanish at home, 74.4% said they speak English "very well" and 25.7% said they speak English "less than very well."

Population by Race (2015)  
Battle Creek



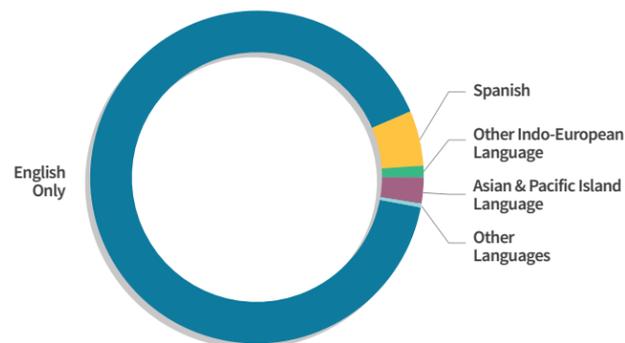
Source: ESRI; Houseal Lavigne Associates

Hispanic Population (2015)  
Battle Creek & Calhoun County



Source: ESRI; Houseal Lavigne Associates

Language Spoken at Home (2010-2014 Avg.)  
Battle Creek & Calhoun County



Source: ESRI; Houseal Lavigne Associates

## INCOME

**Incomes are rising.** Between 2010 and 2020, median household income is projected to rise in both Battle Creek and Calhoun County: from \$38,926 to \$44,668 in Battle Creek and \$42,568 to \$50,526 in Calhoun County.

In Battle Creek, the share of the population earning less than \$50,000 is decreasing in size while cohorts earning more than \$50,000 are increasing in size. The cohorts seeing the greatest gains in size are the \$100,000-\$149,999 and \$150,000-\$199,999 cohorts, although those cohorts make up a relatively small slice of the population. Calhoun County is experiencing similar changes.

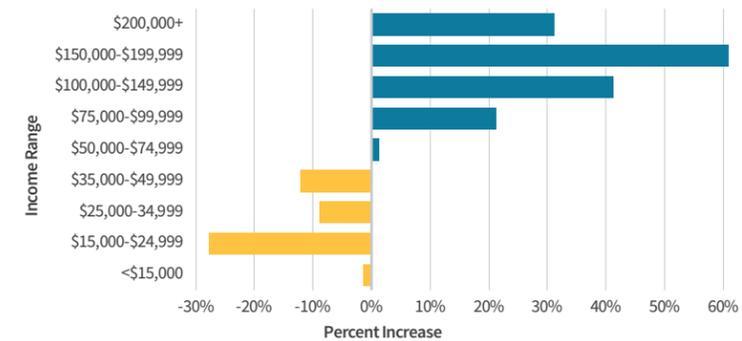
Income Summary (2010, 2020)  
Battle Creek & Calhoun County

Income Range	Battle Creek					
	2010		2020		2015-2020 Change	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	4,072	19.4%	4,017	19.2%	-55	-1.4%
\$15,000-\$24,999	2,918	13.9%	2,108	10.1%	-810	-27.7%
\$25,000-\$34,999	2,498	11.9%	2,277	10.9%	-221	-8.8%
\$35,000-\$49,999	3,316	15.8%	2,916	13.9%	-400	-12.1%
\$50,000-\$74,999	3,904	18.6%	3,954	18.9%	50	1.3%
\$75,000-\$99,999	2,225	10.6%	2,695	12.9%	470	21.1%
\$100,000-\$149,999	1,322	6.3%	1,867	8.9%	545	41.2%
\$150,000-\$199,999	441	2.1%	709	3.4%	268	60.8%
\$200,000+	315	1.5%	413	2.0%	98	31.2%
Median Household Income	\$38,926		\$44,668		\$5,742	14.8%

Income Range	Calhoun County					
	2010		2020		2015-2020 Change	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	8,251	39.3%	8,270	39.5%	19	0.2%
\$15,000-\$24,999	7,064	33.6%	5,291	25.2%	-1,773	-25.1%
\$25,000-\$34,999	6,902	32.9%	5,828	27.8%	-1,074	-15.6%
\$35,000-\$49,999	8,682	41.3%	7,204	34.4%	-1,478	-17.0%
\$50,000-\$74,999	10,408	49.5%	10,302	49.2%	-106	-1.0%
\$75,000-\$99,999	5,878	28.0%	7,764	37.0%	1,886	32.1%
\$100,000-\$149,999	4,638	22.1%	6,333	30.2%	1,695	36.6%
\$150,000-\$199,999	1,294	6.2%	1,914	9.1%	620	47.9%
\$200,000+	809	3.8%	944	4.5%	135	16.7%
Median Household Income	\$42,568		\$50,526		\$7,958	18.7%

\*2010 Census data not available. Estimated using the 2006-2010 American Community Survey. Sources: U.S. Census; 2006-2010 American Community Survey; ESRI Business Analyst; Houseal Lavigne Associates

Household Change by Income (2010-2020)  
Battle Creek



Source: ESRI; Houseal Lavigne Associates

## MARKET IMPLICATIONS

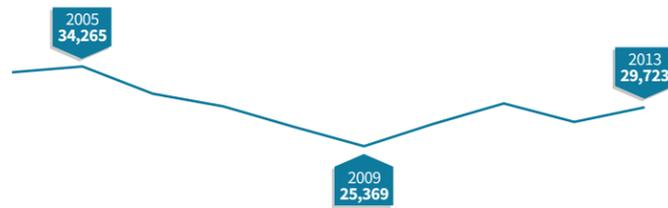
The demographic changes presented show a population that is slightly shrinking and aging. By 2020, the population of Battle Creek is projected to be slightly smaller, older, and a bit more diverse. However, by 2020 incomes are expected to increase at the highest ends of the spectrum. The decrease in incomes on the lower end of the spectrum suggests a wider range of housing types for different incomes may be needed in the future. Additionally, with Battle Creek's population becoming increasingly older, there will likely be a need for more senior-friendly housing in 2020.

## EMPLOYMENT

### TOTAL EMPLOYMENT

**The number of primary jobs has grown since 2009, but total employment remains roughly 4,500 jobs lower than pre-recession levels.** In 2014, the number of total primary jobs increased to 29,723, up from 25,369 in 2009. However, this is still a decrease from the high of 34,265 in 2005. The decline in total employment began before the Great Recession, dropping steadily beginning in 2005 and not rebounding until 2010.

Total Primary Employment Levels (2003-2014)  
Battle Creek

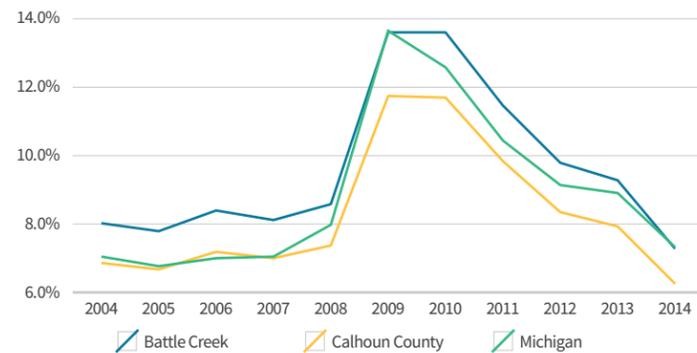


Source: U.S. Census "On the Map"; Houseal Lavigne Associates

### UNEMPLOYMENT

**Unemployment in Battle Creek has significantly decreased from its high point of 13.6% in 2009 to 7.3% in 2014.** As of 2014, Battle Creek's unemployment rate was at 7.3%, on par with the State of Michigan (7.3%) but higher than Calhoun County (6.3%). Battle Creek followed a similar decrease in unemployment as Calhoun County and the state of Michigan. Battle Creek's unemployment rate generally was higher than Calhoun County and Michigan during this decline.

Annual Unemployment Rate (2004-2014)  
Battle Creek, Calhoun County, and Michigan



Source: BLS; Houseal Lavigne Associates

## EDUCATION

**Nearly one-third of Battle Creek residents have an associate's degree or higher.** This is consistent with the rest of Calhoun County. An additional 26.7% of residents of Battle Creek and 25.6% of residents in Calhoun County have attended college but do not have a degree. The number of residents that only have high school diplomas or equivalent makes up roughly a third of Battle Creek (30.6%) and Calhoun County (33.1%) residents over the age of 25. The number of residents who have not achieved a high school diploma or equivalent GED is at 11% of the population. This is consistent with Calhoun County overall where 10.5% of residents have not completed high school or equivalent.

Education Attainment (25+ Years of Age)  
Battle Creek & Calhoun County

	Battle Creek	Calhoun County
<9th Grade	3.8%	3.4%
9th-12th Grade, No Diploma	7.2%	7.1%
High School Graduate or Equivalent	30.6%	33.1%
Some College, No Degree	26.7%	25.6%
Associate's Degree	8.8%	9.9%
Bachelor's Degree	14.3%	13.3%
Graduate or Professional Degree	8.6%	7.5%

Source: ESRI Business Analyst; Houseal Lavigne Associates

## KEY INDUSTRIES & EMPLOYERS

Roughly half of all of Battle Creek’s jobs are in either manufacturing (28.5%) or healthcare and social assistance (18.9%). All other industries individually comprise less than 8% of the total composition.

The recent BC Vision Plan authored by the Kellogg Foundation and Kellogg Company notes that the Battle Creek economy has five core competencies: national defense, aviation, food and agriculture, logistics, and manufacturing. That study notes that, “manufacturing in the Battle Creek region is evolving, with transportation equipment, primary metal manufacturing, and fabricated metal products manufacturing all becoming increasingly important, creating the potential for new job creation,” as well as “non-manufacturing industries, such as health care and aviation-related support activities are emerging industries that are becoming more important to the region.”

Battle Creek benefits from being home to Kellogg Company’s world headquarters, as well as its International Food Protection Training Institute and W.K. Kellogg Foundation. In recent years, the City has begun revitalizing its Downtown to support food science and similar innovation. The W.K. Kellogg Airport and nearby Fort Custer Industrial Park have provided infrastructure for military, aviation, aerospace, and alternative energy research and production.

The top five employers in Battle Creek Area in 2015 were Denso Manufacturing Michigan, Inc. (2,817 jobs), Kellogg Company (2,279 jobs), Firekeepers Casino (2,000 jobs), Hart-Doyle-Inouye Federal Center (1,500 jobs) and the Veterans Administration Medical Center (1,400 jobs).

## Employment By Industry (2013) Battle Creek

Industry (NAICS Code)	Employees 29,723	Percentage 100.0%
Manufacturing	8,469	28.5%
Health Care and Social Assistance	5,630	18.9%
Accommodation and Food Services	2,297	7.7%
Admin & Support, Waste Mgmt & Remediation	2,109	7.1%
Retail Trade	2,105	7.1%
Professional, Scientific, and Technical Services	1,998	6.7%
Educational Services	1,972	6.6%
Transportation and Warehousing	1,065	3.6%
Other Services (excluding Public Administration)	825	2.8%
Wholesale Trade	787	2.6%
Public Administration	638	2.1%
Finance and Insurance	540	1.8%
Construction	308	1.0%
Information	301	1.0%
Management of Companies and Enterprises	247	0.8%
Real Estate and Rental and Leasing	203	0.7%
Arts, Entertainment, and Recreation	124	0.4%
Utilities	103	0.3%
Agriculture, Forestry, Fishing and Hunting	1	0.0%
Mining, Quarrying, and Oil and Gas Extraction	1	0.0%

Source: ESRI Business Analyst; Houseal Lavigne Associates

## Major Employers (2015) Battle Creek Area

	Employees	% of Total City Employment
Denso Manufacturing Michigan	2,817	12.5%
Kellogg Company	2,279	10.1%
Firekeepers Casino	2,000	8.8%
Hart-Doyle-Inouye Federal Center	1,500	6.6%
Michigan Air National Guard	1,488	6.6%
Veterans Administration Med Center	1,400	6.2%
Bronson Battle Creek	1,352	6.0%
Battle Creek Public Schools	1,089	4.8%
Kellogg Community College	820	4.1%
IL Stanley Company, Inc.	916	4.1%

Source: Battle Creek Comprehensive Annual Financial Report, 2015; Houseal Lavigne Associates

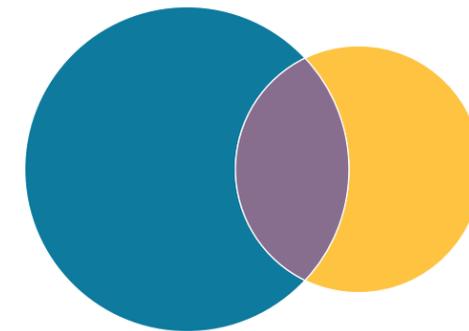
## INFLOW & OUTFLOW

### The majority of employees who work in Battle Creek live elsewhere.

Nearly three-fourths (73.8%) of those who hold jobs in Battle Creek live outside of Battle Creek. Only 26.2% of employees who work in Battle Creek also reside there.

The top five commuting destinations of employees who work in Battle Creek include Springfield (820 employees), Kalamazoo (768 employees), Level Park-Oak Park [census-designated place] (601 employees), Portage City (565 employees) and Marshall (402 employees).

Inflow / Outflow Graph  
Battle Creek



- 21,930 - Employed in Battle Creek but Live Elsewhere
- 9,423 - Live in Battle Creek but Employed Elsewhere
- 7,793 - Employed and Live in Battle Creek

## MARKET IMPLICATIONS

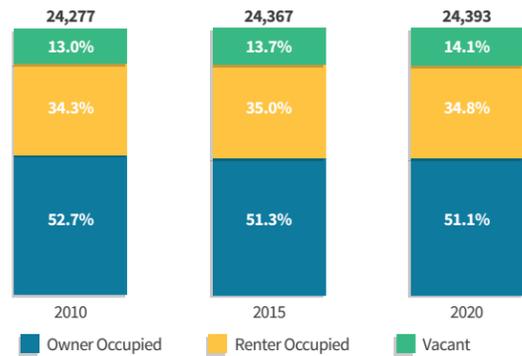
The employment information contains several broad market implications. First, employment is gradually increasing in Battle Creek as unemployment falls at a rate that is consistent with Calhoun County and the state of Michigan. Second, the workforce living in Battle Creek has a rather low portion that has not completed high school which is consistent with Calhoun County. Many of the industries that are growing in Battle Creek, such as advanced manufacturing or food innovation, are dependent on workers with college education. Increasing college attainment can help make Battle Creek more attractive to employers. Third, Battle Creek is an employment hub in the region. The majority of people who work in Battle Creek live in other towns. There is an opportunity to encourage these workers to live in Battle Creek.

## HOUSING

### TOTAL UNITS

**The total supply of housing units in Battle Creek is increasing very slightly.** Between 2010 and 2020, the total number of housing units is expected to increase by roughly 100 units. The composition of the units will also change very slightly: the number of owner-occupied units is projected to decrease by 328 units while the number of renter occupied units and vacant units are projected to increase to 167 and 277, respectively.

Total Housing Units (2010, 2015, 2020)  
Battle Creek

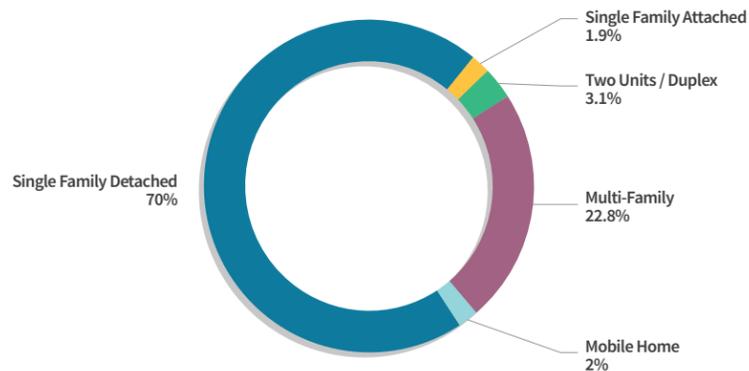


Source: ESRI; Houseal Lavigne Associates

### TYPE

**The vast majority (70%) of the housing stock in Battle Creek is single family detached.** Multi-family units comprise roughly 23%, with the remainder split relatively evenly between mobile homes, duplexes, and single family attached properties.

Housing Type (2010-2014 Avg.)  
Battle Creek



Source: American Community Survey; Houseal Lavigne Associates

### TENURE

**Only half of Battle Creek's housing stock is owner-occupied, and vacancy remains a challenge.** In 2015, 51.3% of Battle Creek's housing stock was owner-occupied, with renter occupied homes comprising 35.0% and vacant homes 13.7%.

Vacancy is expected to tick upward from 13.0% in 2010 to 14.1% in 2020. In 2020, for example, roughly 1 in 7 homes in Battle Creek are expected to be vacant.

Housing Tenure (2015)  
Battle Creek



Source: ESRI; Houseal Lavigne Associates

### AGE

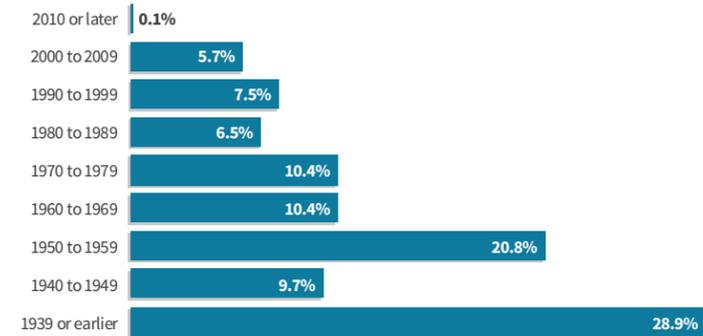
**The housing stock in Battle Creek is mixed in age.** Just over half of the housing stock was built before 1960. Of that, 7,003 (28.9%) was built before 1939. Approximately 3,214 units (13.3%) were built after 1990. Downtown and immediately surrounding neighborhoods have the oldest housing stock, with the newer homes in the southwest.

### VALUE

**Home values in Battle Creek are rising, but remain more affordable than peer communities.** Between 2015 and 2020, the median home value in Battle Creek is expected to increase from \$85,266 to \$97,750. However, both values remain lower than peer communities such as Grand Rapids, Kalamazoo, and Calhoun County.

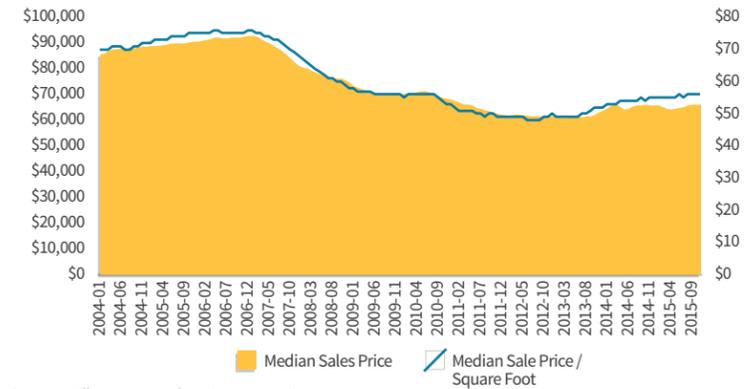
Zillow's (a national provider of real estate data) historic trend shows that current median home sale prices are lower from their height in 2007, which was at \$90,700 and \$76/sqft. Battle Creek bottomed out at the beginning of 2013 where median home sale prices were at \$60,800 and \$49/sqft. However, sales prices are rising again. As of the November 2015 median home sale prices were up to \$66,100 and \$56/sqft.

Housing Age (2010-2014 Avg.)  
Battle Creek



Source: American Community Survey; Houseal Lavigne Associates

Median Home Sales Price (2004-2015)  
Battle Creek



Source: Zillow; Houseal Lavigne Associates

### DEMAND

The City of Battle Creek has recently worked with consulting firms to conduct two studies analyzing housing demand in Battle Creek, both city-wide and downtown-specific. Some of the key findings are included below. Please note, the studies were not authored by the Master Plan's Project Team.

#### Study #1: Analysis of Downtown Residential Market Potential (2015):

Within the greater Downtown area, 375 and 455 new rental and for-sale market-rate dwelling units could be constructed or created through adaptive re-use of existing buildings, and absorbed within the study area.

#### Study #2: City-Wide Comprehensive Housing Study (2013):

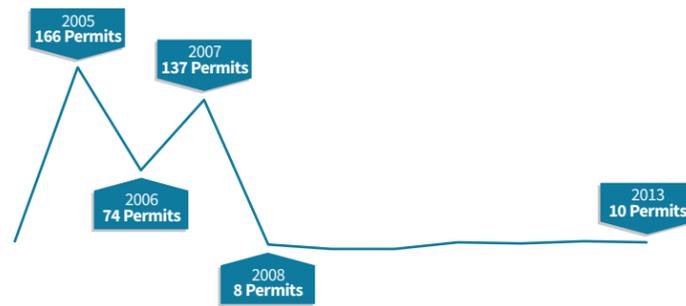
Demand exists currently for 309 new units and over 500 new rental units city-wide. It is noted that many higher income households opt to live outside of Battle Creek, even if they work within city limits. There also is demand within Battle Creek for higher end housing that could accommodate these households. At present, there is a lack of quality, dense housing near Downtown and key retail clusters.

For more information, please see the "Past Plans and Studies" section of this chapter.

## NEW CONSTRUCTION

**New home construction has been rather stagnant since the Great Recession in 2008.** Only 10 building permits were issued in 2014 for new homes, which is up from the eight permits issued in 2008. This is significantly lower than the pre-recession amounts issued in years prior which averaged approximately 96 permits a year. From 2004 to 2007 a total of 387 permits were issued; for comparison, from 2008 to 2014 a total of 56 permits were issued.

**New Residential Building Permits (2004-2015)**  
Battle Creek



Source: U.S. Census; Houseal Lavigne Associates

## SENIOR NEEDS

**The senior population is growing, triggering a need for more senior housing.** Between 2015 and 2020, households over the age of 64 years are expected to increase by 526 households (10.0%). The number of households is projected to increase across most income levels. This shows a need for housing that caters to seniors as this population is expected to hold a larger share of Battle Creek's population. Given that seniors with higher incomes is on the rise, market rate senior housing might be appropriate for Battle Creek residents in the future. Additionally, affordable senior housing might be needed for extremely low income seniors as this population is expected to increase slightly.

**Incomes for Households 64+ Years (2015, 2020)**  
Battle Creek

Over 64 Years	2015		2020		Change (2015-2020)	
	Number	Percent	Number	Percent	Number	Percent
<b>Total</b>	<b>5,281</b>	<b>100.0%</b>	<b>5,807</b>	<b>100.0%</b>	<b>526</b>	<b>10.0%</b>
<\$15,000	1,104	20.9%	1,210	20.8%	106	9.6%
\$15,000-\$24,999	1,029	19.5%	888	15.3%	-141	-13.7%
\$25,000-\$34,999	873	16.5%	829	14.3%	-44	-5.0%
\$35,000-\$49,999	766	14.5%	826	14.2%	60	7.8%
\$50,000-\$74,999	813	15.4%	946	16.3%	133	16.4%
\$75,000-\$99,999	345	6.5%	547	9.4%	202	58.6%
\$100,000-\$149,999	201	3.8%	320	5.5%	119	59.2%
\$150,000-\$199,999	75	1.4%	127	2.2%	52	69.3%
\$200,000+	75	1.4%	114	2.0%	39	52.0%
<b>Total Under 80% AMI*</b>	<b>2,613</b>		<b>2,554</b>		<b>-59</b>	<b>-2.3%</b>

\* 80% AMI based on Michigan State Housing Development Authority (MSHDA) 2015 Income Limits. Under 64 years is based on a household income of four (\$43,360). Over 64 years is based on a household income of two (\$30,400).

## AFFORDABILITY

**The projected rise in home values is expected to impact some existing affordability issues.** In 2014, just over half of the renters (51.9%) and roughly one-fourth (27.9%) of all homeowners were cost burdened. Affordability is defined by housing costs that are at or below 30% of income.

As depicted in the graph "Owner-Occupied Housing Affordability," (a) housing affordability increases as household income increases and (b) owner-occupancy increases as income increases. The most cost burdened are residents earning under \$20,000 a year, with an overwhelming majority (77.8%) living in unaffordable units (units that cost at or above 30% of income). For comparison, 96% of those earning greater than \$75,000 are living in units deemed affordable for that household.

Similarly, as shown in the graph "Rental Housing Affordability," (a) rental affordability increases as income increases and (b) renter occupancy decreases as income increases. The most cost burdened residents are those earning less than \$35,000.

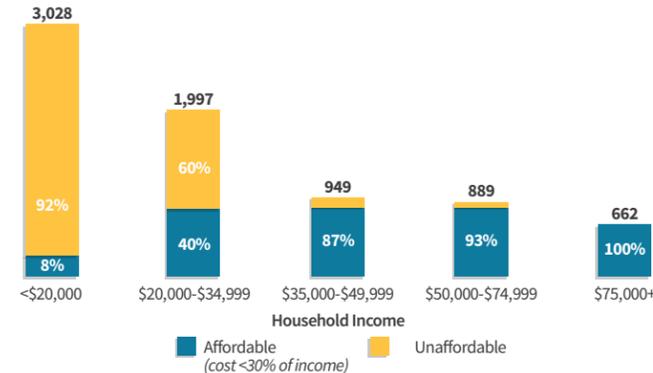
Combined, an estimated 20% of all households are cost-burdened, either as home owners or renters.

**Owner-Occupied Housing Affordability (2010-2014 Avg.)**  
Battle Creek



Source: American Community Survey; Houseal Lavigne Associates

**Rental Housing Affordability (2010-2014 Avg.)**  
Battle Creek



Source: American Community Survey; Houseal Lavigne Associates

## MARKET IMPLICATIONS

Battle Creek's housing market has mostly followed national trends. Median sales prices and values are beginning to rebound after several years of stagnation. New construction remains slow, but several housing studies show demand for a variety of new housing types within Battle Creek, within both the renter and owner-occupied markets. With employment increasing in Battle Creek, there may be an opportunity to attract more residents which would drive demand for new housing. As home values increase and the population ages, it is important to continue to support housing that is affordable to lower income residents as well as a housing product, both affordable and market rate, that is attractive to seniors.

## RETAIL

### RETAIL AREAS

The City has several notable concentrations of retail, dining, entertainment, and supporting uses:

- **Downtown**, a traditional mixed-use district on a grid system with restaurants, boutique retail, offices, entertainment, and institutional uses. Local commercial uses can be found on the fringe of the area.
- **Michigan Avenue (W)**, a low-intensity local corridor in Urbandale with a mixture of auto-oriented shopping and single family detached homes. 18,300 vehicles traverse the corridor daily.
- **Capital Avenue (SW & NE)**, a mostly local auto-oriented corridor; lot depth is limited due to nearby residential areas. Roughly 19,000 vehicles drive the corridor daily.
- **Columbia Avenue (W & E)**, a five-lane auto-oriented corridor with a blend of stand-alone business, strip retail, targeted at a mostly local audience. 22,300 vehicles drive the corridor daily.
- **Beckley Road/I-94 Area**, a major regional retail destination home to Lakeview Square Mall and Target. Development has moved eastward outside of city limits, into Emmet Charter Township; this includes a Walmart, Sam's Club, Menard's, Lowe's, Staples, and more. 52,000 vehicles pass through this retail hub daily on I-94.

### RETAIL GAP

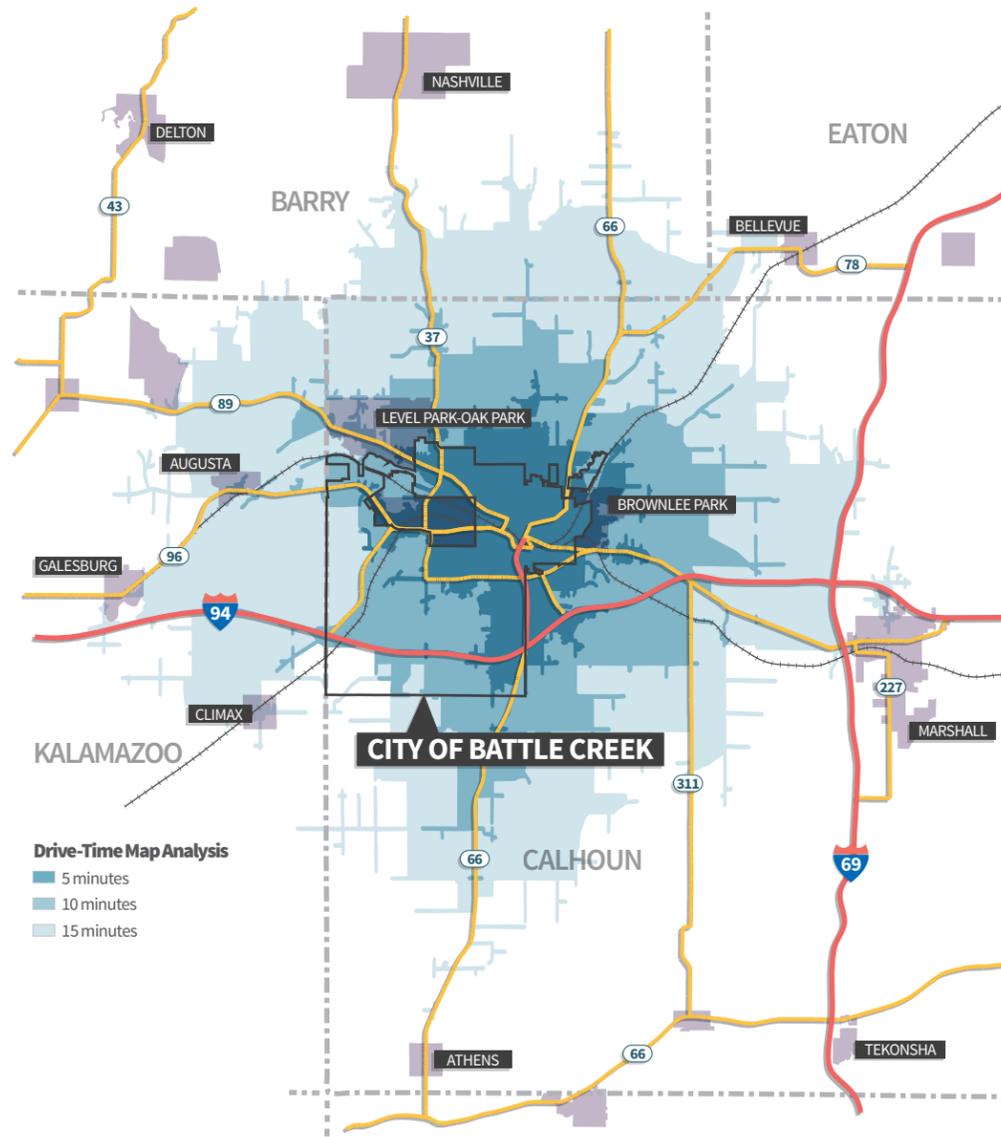
Battle Creek's retail market potential has been assessed through a comparison of supply and demand within a 10, 15, and 20 minute drivetime from the center of Battle Creek, roughly Downtown.

A "gap analysis" compares aggregate consumer spending (demand) to aggregate retail spending (supply) within a given retail category and drive time. When demand is greater than supply, "leakage" exists, suggesting that residents are spending dollars outside of the measured area.

Accordingly, retail categories with leakage are potential opportunities for growth, as local demand for these goods and services areas exists but is unmet by existing supply. Leakage is noted on the accompanying charts as a positive number in green.

Conversely, when supply outweighs demand, a "surplus" exists. This means that retail sales are greater than consumer spending, and that the market is saturated with customers from both within and outside the drive time window. Surplus is depicted on the accompanying charts as a negative number in red.

It is important to note, however, the difference between market potential ("leakage") and the tangible development of a particular site or location. While leakage may exist, the success of recapturing that lost revenue depends on a variety of factors beyond spending habits, including the availability of developable land, construction costs, rents, road conditions, competition from nearby municipalities and/or the business climate.



### Retail Gap Analysis Summary (2015) Battle Creek

Summary Demographics	10 Minute Drive Time	15 Minute Drive Time	20 Minute Drive Time
2015 Population	61,151	86,083	100,930
2015 Households	24,972	34,891	40,799
2015 Median Disposable Income	\$30,498	\$34,127	\$35,917
2015 Per Capita Income	\$19,677	\$22,351	\$23,278

Summary	Retail Gap By Market Area (\$M)		
	10 Minute Drive Time	15 Minute Drive Time	20 Minute Drive Time
Total Retail Trade and Food & Drink	(\$425.50)	(\$320.53)	(\$223.32)
Total Retail Trade	(\$385.13)	(\$289.07)	(\$203.79)
Total Food & Drink	(\$40.38)	(\$31.46)	(\$19.53)

Industry Group	10 Minute Drive Time (\$M)		15 Minute Drive Time (\$M)		20 Minute Drive Time (\$M)	
	(\$M)	Potential*	(\$M)	Potential*	(\$M)	Potential*
Motor Vehicle & Parts Dealers	(\$74.50)	-186,299	(\$21.95)	-54,865	(\$223.32)	-6,873
Furniture & Home Furnishings Stores	\$5.19	12,980	\$8.57	21,428	\$11.64	29,100
Furniture Stores	\$2.23	5,593	\$4.11	10,263	\$6.25	15,642
Home Furnishings Store	\$2.95	7,387	\$4.46	11,165	\$5.38	13,458
Electronics & Appliances Stores	(\$1.55)	-3,875	\$7.54	18,859	\$13.75	34,363
Bldg Materials, Garden Equip. & Supply Stores	(\$6.52)	-16,311	\$1.01	2,515	\$8.31	20,768
Building Materials and Supplies Store	(\$9.92)	-24,807	(\$4.43)	-11,078	\$1.03	2,578
Lawn and Garden Equipment and Supplies Stores	\$3.38	8,497	\$5.44	13,594	\$7.28	18,190
Food & Beverage Stores	(\$14.08)	-35,222	(\$38.81)	-97,018	(\$49.86)	-124,653
Grocery Stores	(\$20.60)	-51,512	(\$52.44)	-131,088	(\$66.54)	-166,349
Specialty Food Stores	\$4.67	11,676	\$8.37	20,928	\$10.12	-166,349
Beer, Wine and Liquor Stores	\$1.84	4,614	\$5.25	13,142	\$6.56	16,407
Health & Personal Care Stores	(\$26.91)	-67,275	(\$9.38)	-23,459	\$3.79	9,473
Gasoline Stations	(\$120.66)	-301,658	(\$124.88)	-312,193	(\$126.08)	-315,199
Clothing and Clothing Accessories Stores	(\$5.50)	-13,758	\$8.34	20,844	\$18.22	45,540
Clothing Stores	\$0.06	162	\$8.46	21,145	\$14.98	37,451
Show Stores	(\$2.10)	-5,254	(\$0.28)	-693	\$0.98	2,450
Jewelry, Luggage and Leather Goods Stores	(\$3.46)	-8,665	\$0.16	392	\$2.25	5,639
Sporting Goods, Hobby, Book and Music Stores	(\$8.80)	-22,220	(\$2.41)	-6,029	\$2.56	6,034
Sporting Goods/Hobby/Musical Instrument Stores	(\$6.32)	-15,825	(\$1.86)	-4,654	\$2.41	4,410
Book, Periodical and Music Stores	(\$2.56)	-6,395	(\$0.55)	-1,374	\$0.65	1,624
General Merchandise Stores	(\$111.63)	-279,073	(\$112.17)	-280,435	(\$9.52)	-226,296
Department Stores Excluding Leased Dept.	(\$78.94)	-197,354	(\$66.41)	-166,034	(\$47.27)	-118,186
Other General Merchandise Stores	(\$32.69)	-81,719	(\$45.76)	-114,401	(\$43.27)	-108,110
Miscellaneous Stores Retailers	(\$8.38)	-20,955	\$0.34	851	\$8.53	21,324
Florists	(\$1.59)	-3,980	(\$0.87)	-2,190	(\$0.41)	-1,017
Office Supplies, Stationary and Gift Stores	(\$1.90)	-4,773	(\$0.43)	-1,064	\$1.06	2,655
Used Merchandise Stores	(\$3.97)	-9,931	(\$4.74)	-11,854	(\$3.93)	-9,841
Other Miscellaneous Store Retailers	(\$8.38)	-2,271	\$6.38	15,960	\$11.81	29,527
Nonstore Retailers	(\$11.65)	-29,140	(\$5.27)	-13,171	(\$1.22)	-3,059
Food Services & Drinking Places	(\$40.38)	-100,950	(\$31.46)	-78,646	(\$19.53)	-48,825
Full-Service Restaurants	(\$13.61)	-34,020	(\$5.24)	-13,125	\$0.24	610
Limited-Service Eating Places	(\$28.52)	-71,288	(\$29.90)	-74,760	(\$24.68)	-61,699
Special Food Services	\$0.81	2,037	\$1.23	3,071	\$1.58	3,962
Drinking Places-Alcoholic Beverages	\$0.92	2,321	\$2.47	6,168	\$3.32	8,302

\*Potential based on average annual sales per-square-foot of \$400.  
Source: ESRI Business Analyst; Houseal Lavigne Associates

**LOCAL MARKET  
(10 MINUTE DRIVETIME):  
OVERSUPPLIED BY  
\$425.5 MILLION**

The 10 minute drivetime from Downtown encompasses much of the city core, as well as the major retail concentration at Beckley Road and I-94. The market within this drive time is oversupplied by \$425.5M, which translates to nearly \$17,000 per household in oversupply. While most categories are oversaturated, there were a number of categories that were undersupplied in this market area, including furniture stores and some food services/drinking places.

**REGIONAL MARKET  
(20 MINUTE DRIVETIME):  
OVERSUPPLIED BY  
\$223.32 MILLION**

The 20 minute drivetime from Downtown encompasses all of Battle Creek and into Barry and Kalamazoo counties. The drive time extends as far south as Athens Township in Calhoun County and as far north as Assyria Township. Its eastern end extends to Marshall and its western most extent reaches Galesburg. Within this drive time are 100,930 people with 40,799 households. The market within this drivetime is oversupplied by \$223.32M, which translates to nearly \$23,000 per household in oversupply. Categories experiencing leakage include clothing and accessory stores, electronics and appliance stores, and furniture and home furnishings.

**RETAIL POTENTIAL  
IN SQUARE FOOTAGE**

In addition to surplus and leakage figures, the accompanying charts also include supported retail potential in square footage. Converting leakage figures into square footage allows a visualization of what size and scale of retail *could* be supported. While sales-per-square-foot revenues vary by individual retailer and industry sources, general assumptions of supportable square footage can be made by using a benchmark average. A generally accepted range for national retailers is \$200 to \$400 per-square-foot. The use of a per-square-foot amount on the higher end of this range allows for a more conservative approach so as not to overstate retail potential. As shown in the Gap Analysis tables, when a per-square-foot amount of \$400 is applied, demand is effectively translated to a potential number of square feet that could be supported within a 10, 15, or 20 minute drivetime. Equally, if there is a surplus, the amount of square footage in which the market is oversupplied is indicated.

It is also important to note, however, that calculations cannot be effectively applied to uses such as car dealerships or gas stations. This same methodology is applied to each of the three market areas analyzed.

To help envision development potential in square footage, the following provides the average size of an assortment of retail stores, based off of data obtained by industry sources. Supported square footage from the Retail Gap Analysis can be compared to this list for context.

It is important to note that these stores are listed merely for contextual purposes and not to support development of any particular brand over another.

- Chipotle – 2,650 ft2
- CVS – 19,856 ft2
- Buffalo Wild Wings – 5,600 ft2
- Olive Garden – 7,336 ft2
- The Gap – 12,503 ft2
- Barnes & Noble – 25,525 ft2
- Whole Foods – 33,739 ft2
- Best Buy – 38,631 ft2
- Kohl's – 75,230 ft2
- Walmart – 102,683 ft2
- Home Depot – 105,192 ft2
- Macy's – 181,946 ft2



In terms of existing supply and demand, both the local and regional market areas are fairly saturated with a few exceptions. This is, however, not unusual for an area that includes several large retail nodes, including a regional mall, as well as relatively easy interstate access to other competing municipalities. While a strong mix of regional uses is good for everyone and creates a destination, individual businesses and municipalities still must compete.

**MARKET  
IMPLICATIONS**

It is important to point out that market potential is for the entire market area and is not exclusive to Battle Creek. A saturated market area does not preclude new development or uses from locating to a specific location. It does, however, mean that the City needs to ensure that it maximizes its competitive position to ensure that commercial sites have good access and exposure and that efforts are focused on retention and attraction of uses that complement one another and serve as a draw for additional development. The City's ability to capture its proportional share of development potential is dependent on many factors and influences, such as competition, demographics, regulations, incentives, infrastructure, and more.

## OFFICE

### REGIONAL TRENDS

Colliers International issues a quarterly “Western Michigan Office Report” which includes the Grand Rapids MSA, of which Battle Creek is a part. The City makes up a portion of a region, which is experiencing similar trends. Therefore, unless otherwise stated, the information in this section will be directly related to Western Michigan.

Based on Colliers data, the Western Michigan office market is trending positive. The net absorption rate has been strong with every quarter reported. Colliers reported the 3rd quarter of 2015 to be the 19th consecutive quarter of growth for West Michigan, citing the region’s ability to attract and retain a talented workforce. The net absorption rate was at 84,992 square feet in the 3rd quarter of 2015, which is a higher rate than the 4th quarter of 2013, which had an increase of 71,171 square feet.

Between 4th quarter 2013 and 3rd quarter 2015, the region added 2,477,415 square feet to the total square footage of office space which is a 15.5% increase. The vacancy rate of Battle Creek dropped by 1.7% from the end of 2013 to the 3rd quarter of 2015.

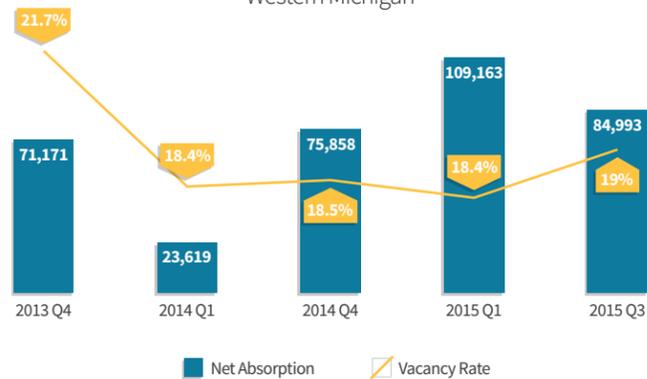
A 2014 Urban Land Institute study saw Battle Creek’s real estate outlook as roughly average, below Kalamazoo and Grand Rapids but above Sterling Heights, Warren, Port Huron, and others.

## MARKET IMPLICATIONS

The office market of West Michigan is strong, but there is a chance for a slowdown given supply constraints. Colliers reported that companies are motivated to attract a talented workforce using high quality office space as a draw. Colliers noted that the market for class-A office space is tightening in this market area in spite of the strong growth that has been seen over the past 19 quarters. Given that this is a market area adjacent to Battle Creek, there may be opportunities for Battle Creek to help supply such demand, given interstate access and proximity. Furthermore, additional quality office supply may be needed to support Battle Creek’s five core competencies of: national defense, aviation, food and agriculture, logistics, and manufacturing.

### Office Market Snapshot (2013-2015)

Western Michigan



Source: Colliers International; Houseal Lavigne Associates

## INDUSTRIAL

### REGIONAL TRENDS

Colliers International issues a quarterly “Western Michigan Industrial Report” which includes the Grand Rapids MSA. The City makes up a portion of a region, which is experiencing similar trends. Therefore, unless otherwise stated, the information in this section will be directly related to Western Michigan.

The industrial market of West Michigan is showing signs of growth as conditions have improved from 2013 4th quarter to the 3rd quarter of 2015. The vacancy rate of Battle Creek dropped by 0.6% from the end of 2013 to the 3rd quarter of 2015. The net absorption rate has generally been positive with the exception of the 1st quarter of 2014. Between 4th quarter 2013 and 3rd quarter 2015, the region added 1,561,190 square feet to the

total square footage of industrial space which is a 1.4% increase.

Additionally, there was 346,000 square feet that was under construction in the 3rd quarter of 2015. This is up from 114,000 square feet that was under construction in the 4th quarter of 2013.

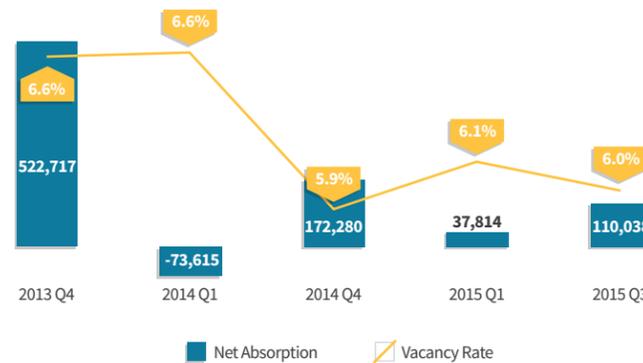
Battle Creek is also home to a US Customs Port of Entry and Foreign Trade Zone #43. These foreign trade zones are federally designated areas throughout the country which provide firms with relief on tariffs and other duties levied on imports when products are imported through these zones. For more information, please see the **Special Districts** section of this chapter.

## MARKET IMPLICATIONS

The industrial market of West Michigan shows signs of growth. New construction of square footage, signs of absorption, and a decrease in vacancy displays that there may be an appetite for additional industrial product in this market area. Additionally, Battle Creek’s increase in employment post-recession and decline in unemployment suggest a positive trend within the local economy. Battle Creek’s foreign trade zone, airport for freight and research, and successful Custer Industrial Park should give the City a competitive advantage for a variety of light and heavy industries.

### Industrial Market Snapshot (2013-2015)

Western Michigan



Source: Colliers International; Houseal Lavigne Associates

# EXISTING LAND USE

A field inventory of each block and every parcel within Battle Creek was completed in Fall 2015. Based on a thorough assessment, existing land uses within Battle Creek were classified into 17 categories. A city-wide and neighborhood level breakdown of land use composition can be seen in the accompanying table.

**Existing Land Use Composition Table**  
Battle Creek

Existing Land Use Categories	Acreage	% of Total
Agriculture	2,734	10.7%
Single Family Detached	7,142	28.1%
Single Family Attached	176	0.7%
Multi-Family	632	2.5%
Mobile Home	118	0.5%
Commercial (includes service & general)	892	3.5%
Office	118	0.5%
Mixed-Use	7	0.0%
Parking	46	0.2%
Light Industrial	235	0.9%
Heavy Industrial	1,717	6.7%
Airport	1,520	6.0%
Parks (includes golf courses and cemeteries)	1,467	5.8%
Open Spaces	4,127	16.2%
Public / Semi-Public	1,914	7.5%
Utility	619	2.4%
Vacant	1,996	7.8%
<b>Total</b>	<b>25,460</b>	<b>100%</b>

## AGRICULTURE

Agricultural land uses are cultivated fields used for raising crops and/or other farming-related activities.

## SINGLE FAMILY DETACHED

Single-Family Detached residential areas include stand-alone housing units with one unit per parcel. It is the predominant land use in Battle Creek.

## SINGLE FAMILY ATTACHED

Single-Family Attached residential areas include townhomes, rowhomes, or duplexes in which units may be connected horizontally, but typically have their own entry from the public street or sidewalk.

## MULTI-FAMILY

Multi-Family residential areas include apartment buildings or complexes in which units are accessed through a shared entryway or hallway.

## MOBILE HOMES

Mobile homes, also referred to as manufactured homes, are single family detached homes that are designed without a permanent foundation.

## COMMERCIAL

Commercial land uses include general retail or commercial services, such as restaurants, grocery stores, pharmacies, convenience stores, barbershops, or big box stores.

## MIXED-USE

Mixed-Use land uses include single story buildings with a mix of uses and multiple story buildings with restaurant, retail, and service uses on the ground floor and office or residential uses on upper floors.

## OFFICE

Office uses are comprised of professional office services such as corporate headquarters, medical or dental clinics, legal firms, or other professional service providers.

## LIGHT INDUSTRIAL

Light Industrial areas include light manufacturing and other less-intensive manufacturing uses that typically operate indoors and do not generate much noise or impact.

## HEAVY INDUSTRIAL

Heavy Industrial uses are generally larger in scale and may include the processing of chemicals and plastics, refineries, mining, and industrial machinery. These uses can have visual, noise, traffic, or environmental impacts on adjacent areas.

## AIRPORT

The Airport land use designation includes the roughly 1,500 acre W.K. Kellogg Airport.

## PARKING

Parcels whose sole purpose is to provide parking are classified as such. This includes both surface parking and deck parking.

## PARKS

Parks areas include grounds used for active or programmed recreation, including parks, athletic fields, trails, and playgrounds.

## OPEN SPACES

Open Spaces are natural areas that are set aside for conservation purposes, are not conducive to development due to flooding or topographical issues, and/or provide passive green space within a subdivision or development.

## PUBLIC/SEMI-PUBLIC

The Public/Semi-Public land use is composed of institutions and community facilities that define Battle Creek's overall quality of life. This use includes facilities such as public schools or municipal facilities, as well as private facilities such as religious institutions and not-for-profits.

## RAIL/UTILITY

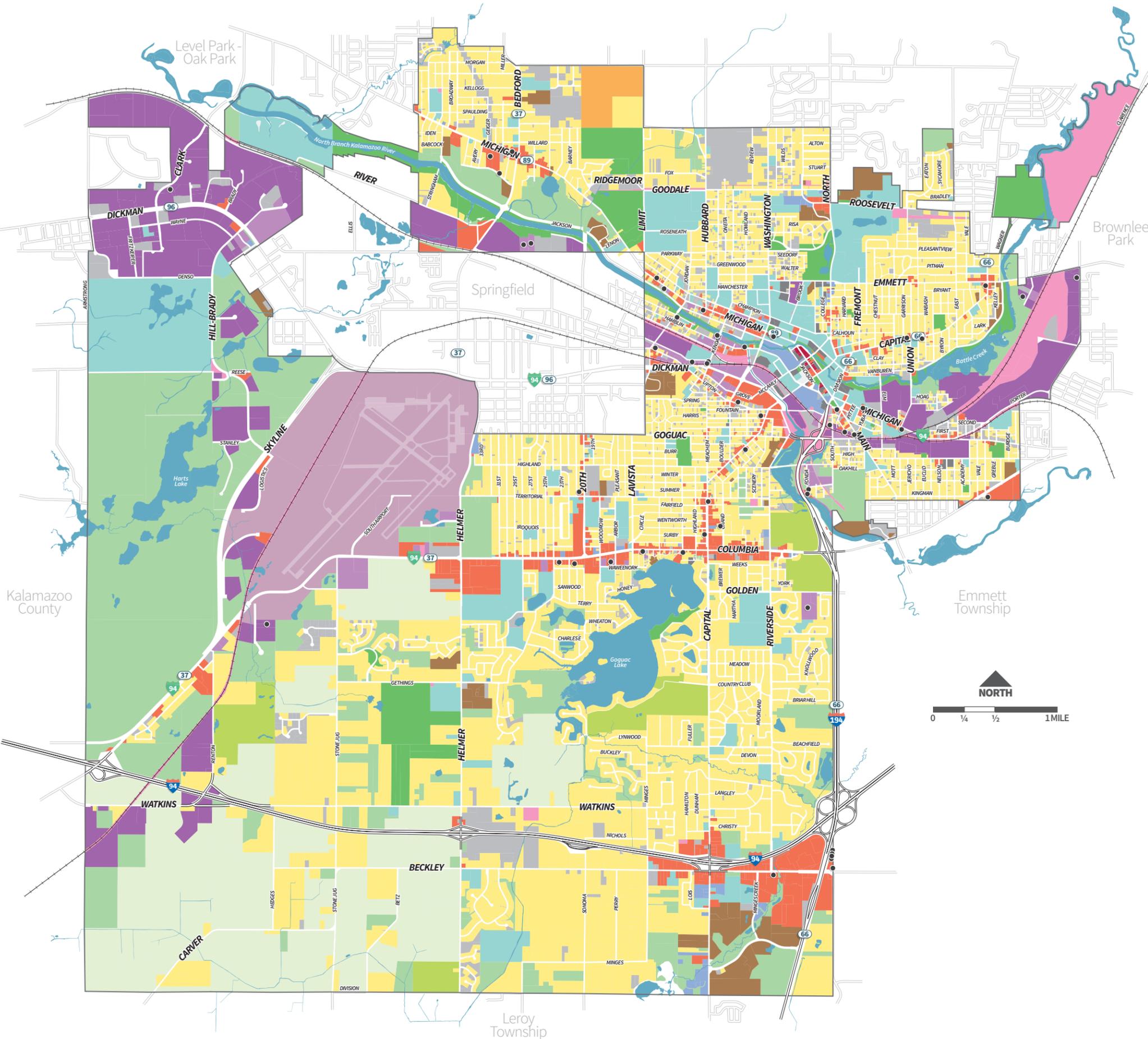
The Rail/Utility designation includes rail and utility right-of-ways and supporting land uses.

## VACANT

Vacant land is land that is currently unused and undeveloped.

# EXISTING LAND USE

A field inventory of each block and every parcel within Battle Creek was completed in Fall 2015. Based on a thorough assessment, existing land uses within Battle Creek were classified into 17 categories.



## Existing Land Use Classifications

- |   |  |
|---|--|
| <span style="color: #c6e0b4;">■</span> Agricultural           | <span style="color: #9933cc;">■</span> Light Industrial                        |
| <span style="color: #ffff99;">■</span> Single-Family Detached | <span style="color: #660066;">■</span> Heavy Industrial                        |
| <span style="color: #cc9933;">■</span> Single-Family Attached | <span style="color: #993366;">■</span> Airport                                 |
| <span style="color: #663300;">■</span> Multi-Family           | <span style="color: #339933;">■</span> Parks                                   |
| <span style="color: #ff6600;">■</span> Mobile Homes           | <span style="color: #99cc33;">■</span> Golf Courses                            |
| <span style="color: #ff3300;">■</span> Commercial             | <span style="color: #66cc66;">■</span> Open Space                              |
| <span style="color: #990033;">■</span> Mixed-Use              | <span style="color: #33cccc;">■</span> Public / Semi-Public                    |
| <span style="color: #3366cc;">■</span> Office                 | <span style="color: #cc3366;">■</span> Rail / Utility                          |
| <span style="color: #333333;">■</span> Parking                | <span style="color: #999999;">■</span> Vacant Properties                       |
|   | <span style="color: black;">●</span> Vacant Commerical / Industrial Structures |



# CURRENT ZONING

The City's Planning and Zoning Code (Part 12 of the Code of Ordinances) regulates the usage and density of land, as well as signage, subdivision development, parking, and more. These regulations have the express purpose of promoting the health, safety, convenience, order, prosperity, and general welfare of the people of Battle Creek. The City of Battle Creek contains 21 zoning districts and 3 overlay districts, summarized here and depicted on the accompanying map.

## AGRICULTURAL DISTRICTS

### AGRICULTURAL (AG)

The Agricultural District (AG) includes rural areas used predominantly for general farming operations. The district protects and stabilizes the essential characteristics of these areas and minimizes conflicting land uses detrimental to farm enterprises.

## RESIDENTIAL DISTRICTS

### SINGLE-FAMILY RURAL RESIDENTIAL (R-1R)

The Single-Family Rural Residential District (R-1R) is composed of residential properties of a semi-rural character that includes areas of the City presently without water and sewerage services and likely to remain without such services indefinitely.

### SINGLE-FAMILY RESIDENTIAL (R-1A)

The Single-Family Residential District (R-1A) is composed of mostly residential properties on larger lots of at least 15,000 square feet, currently located in a small area of the southernmost portion of the community near the intersection of Helmer Rd and Division Rd, and in the northern portion of the community near the Kellogg Community College.

### SINGLE-FAMILY RESIDENTIAL (R-1B)

The Single-Family Residential District (R-1B) establishes neighborhoods with mostly residential properties on smaller lots of at least 7,500 square feet. The R-1B designation is the most common residential district within Battle Creek (by acreage), and covers most of the southern and northern portions of the city.

### SINGLE-FAMILY RESIDENTIAL (R-1C)

The Single-Family Residential District (R-1C) establishes a higher density, mostly residential district on lots of at least 5,000 square feet.

### TWO-FAMILY RESIDENTIAL (R-2)

The Two-Family Residential District allows for a flexible, dense residential district that permit the same uses as R-1C but also allow two-family dwellings and rooming or boarding houses.

### MULTIPLE FAMILY RESIDENTIAL (R-3A)

The Multiple Family Residential District (R-3A) allows for multiple dwelling structures and is concentrated in small clusters mostly as buffers between single-family districts and more intense development.

### MULTIPLE FAMILY RESIDENTIAL (R-3B)

The Multiple Family Residential Districts (R-3B) acts similarly to the R-3A district but with smaller lots and a greater mix of permitted residential, commercial, and institutional uses.

### MEDIUM DENSITY MULTIPLE FAMILY (MDMF)

The Medium Density Multiple Family District (MDMF) accommodates new types of diversified residential developments of medium density, usually requiring large tract(s) of unplatted land.

### HIGH DENSITY MULTIPLE FAMILY (HDMF)

High Density Multiple Family District (HDMF) accommodates new types of diversified residential developments of high densities, usually requiring a large tract of unplatted land.

## COMMERCIAL DISTRICTS

### OFFICE (O-1)

The Office District (O-1) provides office space for private, quasi-public, and public uses and certain service uses which are compatible to office building use. This District does not allow general retail uses, billboards, or other outdoor advertising structures. Office Districts are located on or near major corridors, and are adjacent to medium to high intensity uses such as multi-family residential districts, industrial districts, or other business or commercial uses.

### TRANSITIONAL BUSINESS (TB)

The Transitional Business District (TB) provides for a gradual reduction in the intensity of uses between Commercial and Residential Districts or uses. Currently, there is only one Transitional Business District located in the southern portion of the community, south of I-94 at the intersection of Beckley Rd and Minges Rd S.

### NEIGHBORHOOD COMMERCIAL (C-1)

The Neighborhood Commercial District (C-1) establishes and preserve areas for commercial uses and facilities which are especially useful in close proximity to residential areas, while minimizing the undesirable impact of such uses on the neighborhoods which they serve.

### GENERAL BUSINESS (C-2)

The General Business District (C-2) accommodates retail and business service activities that serve the whole community and the greater metropolitan region. Such activities require land and structure uses that are typically compact and densely grouped, generating a large volume of pedestrian and vehicular traffic.

### INTENSIVE BUSINESS (C-3)

The Intensive Business District (C-3) accommodates business activities that typically generate large volumes of motor vehicle traffic, require large areas of off-street parking, and produce noise, glare, odors, dust, hazards, and other obstacles to an efficient and convenient district.

### CENTRAL BUSINESS (C-4)

The Central Business District (C-4) is concentrated within Downtown near Michigan Ave and Capital Ave. The permitted uses for this area include any permitted use in C-3, but also allows residential uses accommodated in the upper floors of existing buildings (mixed-use).

### PLANNED SHOPPING (C-5)

Planned Shopping Districts (C-5) are master-planned shopping facilities of integrated design in appropriate locations to serve residential neighborhoods.

### MAJOR HIGHWAY INTERCHANGE (C-6)

Major Highway Interchange Business Districts (C-6) accommodate specialized retail and business service activities that serve the whole community, as well as persons traveling on interstate highways. These districts are clustered around I-94 interchanges.

### STREET-LEVEL RETAIL (C-7)

The Street-Level Retail District (C-7) is established to revitalize commercial areas where changes in vehicular and pedestrian traffic flow require careful placement and design of business establishments.

## INDUSTRIAL DISTRICTS

### LIGHT INDUSTRIAL (I-1)

Light Industrial Districts (I-1) accommodate industrial uses that generate a minimum of amount of noise, glare, odors, dust, vibration, pollution, and other nuisances.

### HEAVY INDUSTRIAL (I-2)

Heavy Industrial Districts (I-2) allow any non-residential use that is not in conflict with any of the provisions regulating nuisances. Special requirements are needed for the heaviest of uses, such as cement manufacturing, distilleries, stockyards, and gasoline storage.

## OVERLAY DISTRICTS

### MOBILE HOME PARK OVERLAY (MHP-OD)

This District establishes specific areas within the City where mobile home parks shall be permitted by right as a supplement to the use permitted the underlying district.

### PRAIRIEVIEW HOMES OVERLAY (PH-OD)

The PH-OD Prairieview Homes Overlay District provides regulations and development standards for the Prairieview Homes development and allows by right of current residential uses.

## **OTHER DEVELOPMENT CONTROLS**

### **SUBDIVISION**

Title Four of the Planning and Zoning Code regulates the subdivision of undeveloped land in order to promote orderly growth, ensure adequate traffic circulation, account for infrastructure, and make provision for new community facilities. It establishes processes, procedures, and regulations for: platting and subdividing properties; right-of-way widths for new roads; utility easements; preservation of natural features; uninhabitable areas; open spaces, and more.

### **OPEN SPACE & PARKLAND DEDICATION**

Open space and parkland dedication is also regulated through the Planning and Zoning Code.

Subdivision regulations do not specify a minimum acreage set-aside for new parkland. When a park, playground, playfield, or other community facility is deemed necessary by the Planning Commission to fulfill the objectives of the Master Plan within a new subdivision, the Planning Commission may recommend the reservation of such areas within the subdivision. Upon determination by the respective public agency that space for the public facility is required, the agency involved shall, within ninety days, enter into an agreement to purchase the site. Acquisition of the site shall be accomplished within two years.

Within Chapter 1289 of the Zoning Code, the Planned Unit Residential Development requires that not less than twenty-five percent of the land area in any planned unit residential development shall be identified as common open space. The City may for its own interests accept the dedication of common open space within a planned unit residential development for public use and benefit; however, the City shall not, as a condition of approval, require that the land proposed for open space be set aside for public use and benefit.

### **SIGNAGE**

Signage is regulated within Chapter 1296 of the Zoning Code to prevent hazards to life and property, to ensure and maintain the aesthetic nature of the City, and to protect property values. The chapter regulates the location, size, placement, and certain features of the signs. No billboard shall be erected at any time when there are seventy-five or more billboard faces in the City.

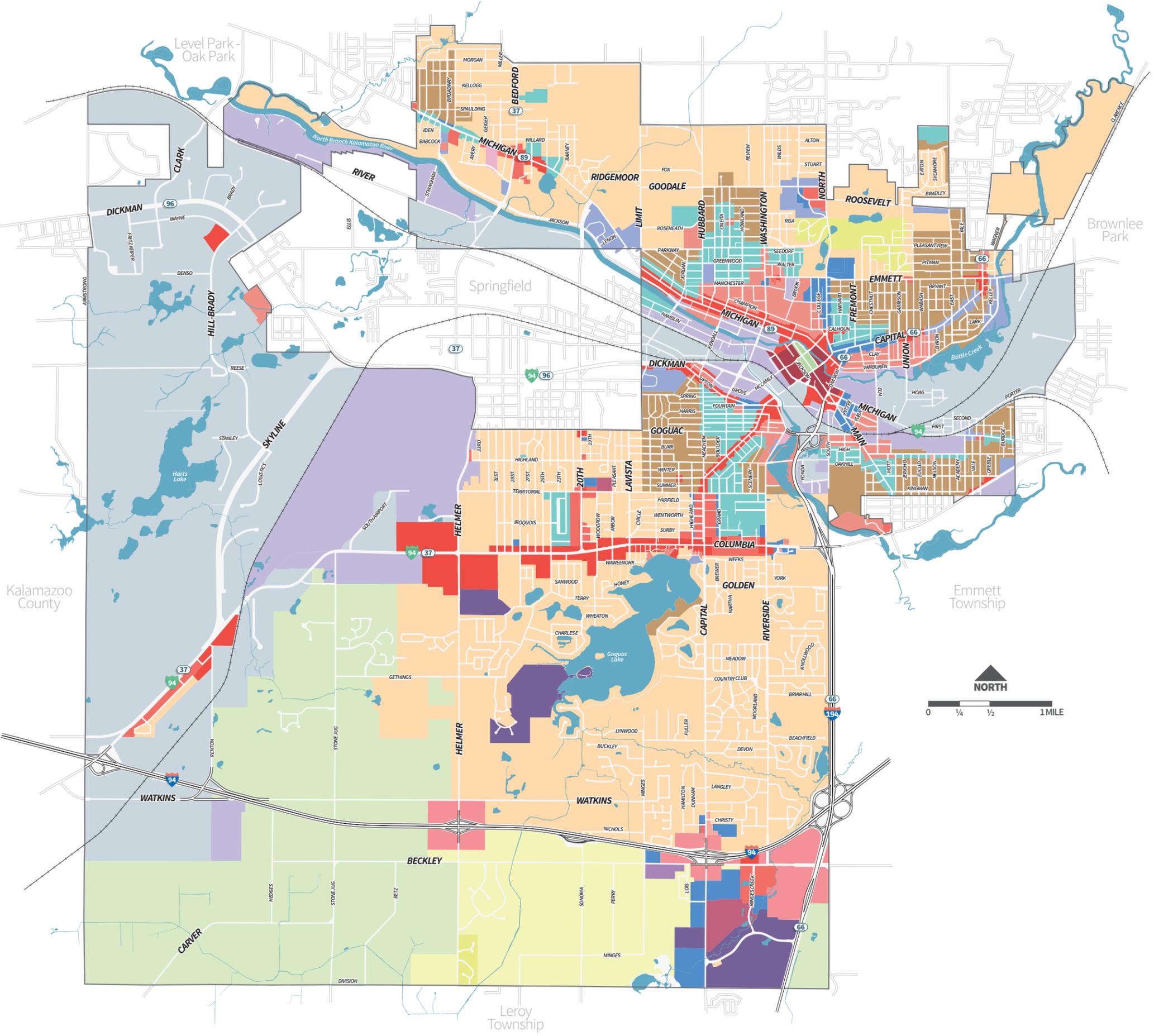
### **OFF-STREET PARKING**

Chapter 1284 of the Zoning Code regulates off-street parking. This chapter identifies parking maximums and minimums for developments and uses, and details design and construction requirements. Additionally, this chapter identifies off-street truck loading requirements to prevent undue interference with public use of streets and alleys.

### **LANDSCAPING**

Landscaping is regulated within Chapter 1285 of the Zoning Code with the intention of reducing large expanses of paved parking areas and providing on-site natural areas for stormwater infiltration and retention. Detailed landscaping plans are required as part of the site plan approval submittal process, and the chapter defines minimum requirements and landscaping elements within the City.

# CURRENT ZONING



## Zoning Districts

- AG - Agricultural District
- R-1R - Single-Family Rural Residential District
- R-1A - Single-Family Residential District
- R-1B - Single-Family Residential District
- R-1C - Single-Family Residential District
- R-2 - 2-Family Residential District
- R-3A - Multiple-Family Residential District
- R-3B - Multiple-Family Residential District
- MDMF - Medium-Density Multiple-Family District
- HDMF - High-Density Multiple-Family District
- TB - Transitional Business District
- O-1 - Office District
- C-1 - Neighborhood Commercial District
- C-2 - General Business District
- C-3 - Intensive Business District
- C-4 - Central Business District
- C-5 - Planned Shopping District
- C-6 - Major Highway Interchange Business District
- C-7 - Street-Level Retail District
- I-1 - Light Industrial District
- I-2 - Heavy Industrial District



## SPECIAL DISTRICTS

There are several special districts and designations which impact land use and development in Battle Creek. They are highlighted in the following section.

## HISTORIC DISTRICTS

Battle Creek contains five federal historic districts as well as five local historic districts. Federal historic districts are mainly utilized for marketing and tax credit purposes. Local districts regulate development, appearance, and maintenance within the district. The geographies of some federal and local districts overlap within Battle Creek.

The five local districts are:

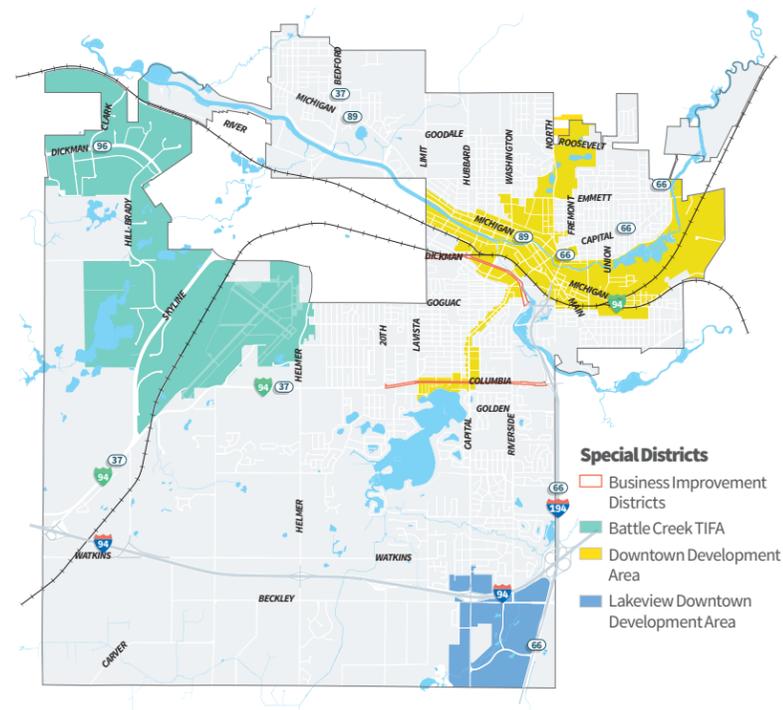
- Advent Historic District
- Old Maple Street Historic District
- Merritt Woods Historic District
- Irving Park Historic District
- Central Business District Historic District

## TAX INCREMENT FINANCE AUTHORITY (TIFA) DISTRICTS

The State of Michigan's Tax Increment Finance Authority Act (Public Act 450 of 1980) created Tax Increment Finance Authority (TIFA) districts throughout the state. They are enacted by local government in order to mitigate blight in municipalities through economic reinvestments to targeted areas. The equalized assessed value (EVA) of a property is held at the same level of the initial year for the life of the TIFA. The increment that grows above the set EVA level is placed into a fund that is used for economic and infrastructural investments. No new TIFAs were allowed to be created after 1987. Additionally, geographic boundaries of existing TIFAs are not allowed to be expanded after this time. Battle Creek currently has one TIFA on the west end of the city at Fort Custer Industrial Park; the TIFA expires in 2028.

## DOWNTOWN DEVELOPMENT AUTHORITY (DDA) DISTRICTS

The State of Michigan's Downtown Development Authority Act (Public Act 197 of 1975) created the Downtown Development authority. This designation is only permissible in business districts. DDAs have seven different financing options under this act: tax increment financing, millage, special property assessments, issue revenue bonds, collect revenue from property owned or leased by the DDA, collect donations to the DDA, and contributions from local government. Battle Creek currently has two DDAs. The first DDA (entitled "Downtown Development Authority") is centered around the Downtown and the east up to toward the Kellogg facility. The other DDA (entitled "Lakeview Downtown Development Authority") is located at the southern end of the city centered on the Lakeview Square Mall at Beckley Road and Michigan Route 66.



## BUSINESS IMPROVEMENT DISTRICTS (BIDS)

Provisions in Public Act 120 of 1961 authorize municipalities to create Business Improvement Districts (BID), which grants a BID to collect revenues, levy special property assessments, and issue bonds on properties in a designated area of a business district for maintenance, security, and operational expenses. Battle Creek has two BIDs: one called the Columbia Avenue BID, located on Columbia Ave between I-194 and 24th Street. The other one is the Dickman Road BID, which is located east-west on Dickman Road just south of Downtown between I-194 and Carl Ave.

## FOREIGN TRADE ZONE (FTZ) #43

Battle Creek is the home of US Customs Port of Entry and Foreign Trade Zone #43. Foreign trade zones are federally designated areas throughout the country which provide firms with relief on tariffs and other duties levied on imports when products are imported through these zones. Firms who are designated as subzones can import materials through the Port of Battle Creek, which is not under the authority of US Customs. From there, materials are transported to the subzones where assembly can proceed. During this time, any duty on these imports is delayed, reduced, or even waived in certain circumstances. This foreign trade zone has helped add to the marketability of Battle Creek and has attracted foreign direct investment from Japan, Canada, Austria, Germany, and Denmark.

In addition to a savings on duty, firms find importing through the Port of Battle Creek to be advantageous because they can avoid the congestion of importing at larger ports in other parts of the country (i.e. The Port of Los Angeles, Port of New York/New Jersey, Port of Seattle, etc.).

Foreign Trade Zone #43 includes more than 1,700 acres within Battle Creek, as well as properties throughout central and western Michigan. In 2014, more than \$500 million dollars of merchandise was imported through the zone and more than \$25 million was exported.

## OTHER DEVELOPMENT RESOURCES

### BATTLE CREEK BROWNFIELD REDEVELOPMENT AUTHORITY

The Battle Creek Brownfield Redevelopment Authority (BRA) is a Component Unit of the City that assists with the redevelopment of blighted, contaminated, or functionally obsolete properties within the City. The BRA can provide tax increment financing to help pay for certain eligible costs associated with a redevelopment project. The BRA promotes revitalization of environmentally distressed areas to facilitate safety, beautification, and economic growth.

In 2013, Battle Creek Commissioners approved a Brownfield Redevelopment Plan for a Grand Rapids based firm to develop the former Heritage Tower site into a mixed use development with residential, commercial, and retail uses. Developers will need to coordinate necessary permitting, environmental remediation, and infrastructure expansion with city staff. This large scale project has the ability to beautify and populate an iconic downtown property.

### CALHOUN COUNTY LAND BANK

The Calhoun County Land Bank Authority was created in 2006 to address vacancy and blight, and to assist with the increasing numbers of tax foreclosures. Initially, the Calhoun County Land Bank Authority acted as a repository for properties that went unsold at the tax-foreclosure auctions and also demolished a handful of blighted structures. As part of the Neighborhood Stabilization Program (NSP2), the Calhoun County Land Bank Authority took on a larger role in the community as staff managed the demolition of more than 200 blighted residential structures, oversaw the acquisition of properties, and supported the City of Battle Creek in its effort to renovate 35 single-family homes and construct five new homes.

It is estimated that the Land Bank currently owns about 1,000 properties, of which half are in Battle Creek. They also administer several programs, including:

- **Adopt a Lot:** The Adopt-A-Lot Program is a vehicle by which citizens can invest in their neighborhood and community by taking responsibility for a vacant Land Bank property for \$25 per year. In this program citizens, individuals or groups, can adopt a lot with a commitment to care for and maintain it with an annual renewal option.

- **Neighborhood Mow and Maintenance:** The Neighborhood Mow & Maintenance Program supports innovative community groups and organizations in fundraising efforts through mowing and maintaining vacant properties. This program provides opportunities for groups to earn funds for neighborhood organizations, youth group activities, mission trips, field trips, outreach programs, and other efforts.
- **Transform This Home:** The Land Bank has residential properties for purchase to rehabilitate and occupy. This program is for those who want to purchase and restore a home for their primary residence, but is also open to investors who wish to transform a residence into a viable rental unit. Preference will be given to primary residence applicants.

- **Side Lot:** The Side Lot Program provides the opportunity for homeowners to purchase qualifying adjacent vacant lots for sale by the Calhoun County Land Bank Authority. The purchase of a residential vacant lot enables homeowners to expand their side yard and increase the overall value of their property.
- **Quiet Title:** The Calhoun County Land Bank Authority can expedite Quiet Title for real property in Calhoun County; meaning that the Land Bank can take a clouded title through the legal process for resolution, typically making the property insurable in as little as 45 days. This is a service unique to land banks.





CHAPTER 4  
**GOALS & OBJECTIVES**



The Battle Creek Master Plan is a framework to guide decision-making, city policy, and collective community action within Battle Creek. It is supported by 12 goals which provide clear direction on key issues and opportunities the City will face in the coming 5 to 10 years. The goals are founded in a comprehensive understanding of the community based on extensive public engagement and research. Further, each goal includes detailed objectives which outline more specific actions that should be undertaken to advance toward that overall goal.

It is important to note that these goals and corresponding objectives do not represent local ordinance or regulations. Rather, they are intended to guide policymaking and improvement projects, providing direction for City staff and officials to make important decisions in the future. In addition, goals are not intended to be binding or rigid. While the City should aspire to attain these goals and objectives, changes in the future and unforeseen circumstances may require adjustment. Further, new direction, ideas, or concepts may arise during the life of the plan which should be integrated appropriately to move the City toward attaining the goals and objectives.

Goals and objectives within this section are complimented by recommendations, strategies, and policies throughout the Master Plan. These are intended to be transformational over time, including future land use, green infrastructure, and corridor planning. In addition, these may be supported by complimentary planning efforts undertaken after completion of the Master Plan, such as subarea plans. Upon adoption of the Master Plan, City staff will develop an implementation chart to coordinate goals, objectives, and recommendations by defining responsible partners, timelines, and other appropriate information.

Objectives are broken into the following categories:

- **Near Term (1-3 years).** Objectives which can be immediately implemented and are often reliant on a change in policy or regulation. This also includes the highest priority objectives and upon which other objectives may be reliant.
- **Short Term (3-7 years).** Objectives which will take longer to implement as they require greater planning and resource management to complete. These include the second highest priority objectives.
- **Long Term (7-10 years and beyond).** Objectives which will take the longest time to implement and require extensive planning and resource management to complete. This includes lower priority objectives, as well as those which are reliant on others objectives, opportunities, or circumstances to complete.

# GOAL 1

## Promote investment in the city core while limiting unnecessary and premature outward growth.

*Focus future development to infill within the urban growth boundary where infrastructure and activity already exists.*

### RATIONALE

- Ample acreage for development exists within the urbanized area or city core. This area is already served by community infrastructure and contains nearly all of the city's residential population.
- Greenfield development on the City's fringe can have many negative impacts, including increasing travel times, reducing green space, and sapping the core of resources and vitality.
- Greenfield development results in costly extension of utility infrastructure as well as greater distances between service providers and the residents they serve (e.g. police, fire, schools, etc.).
- Denser development distributes infrastructure costs for a greater population over a smaller area, reducing the cost per resident.

### NEAR TERM

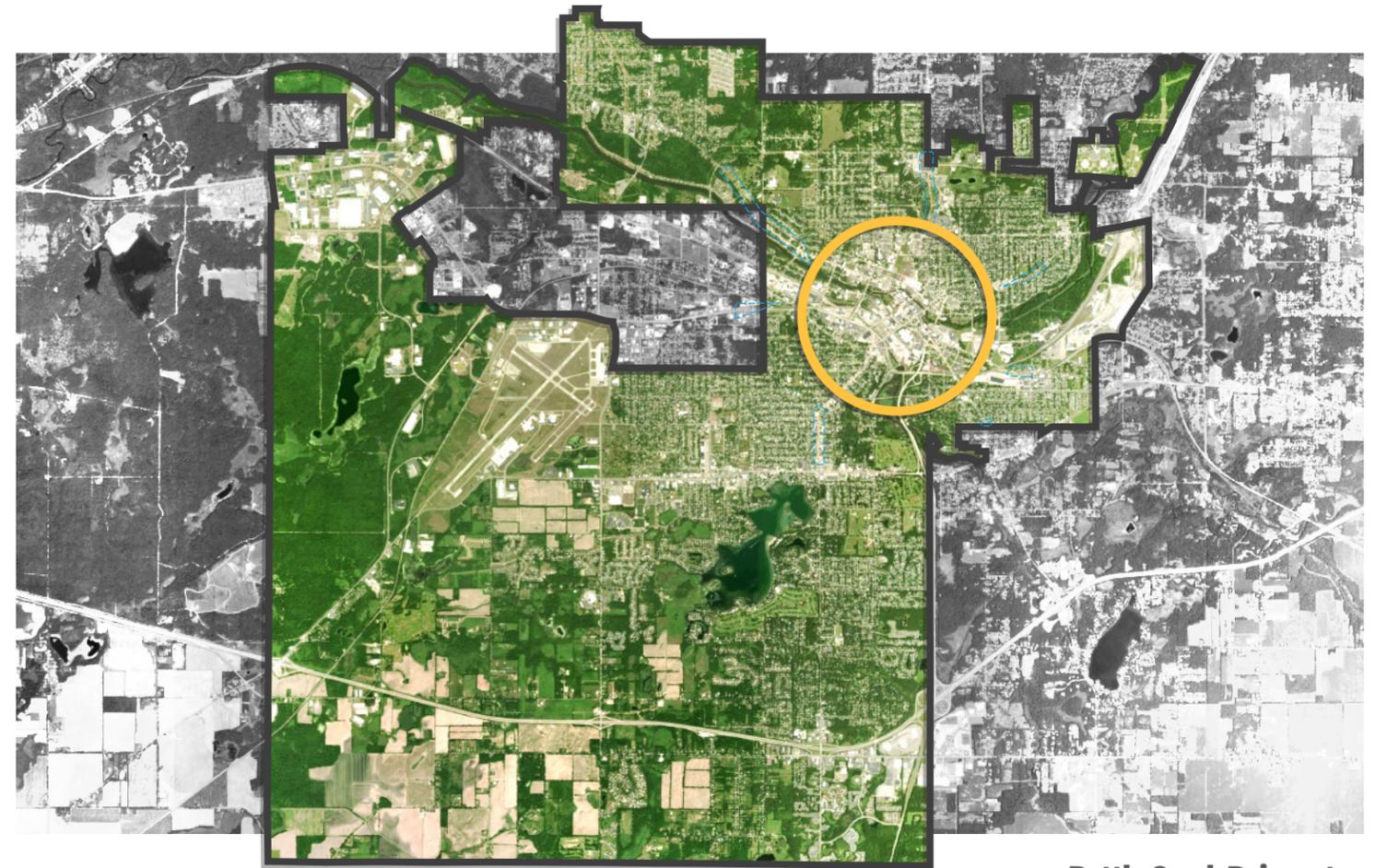
- 1.1.1.** Reemphasize the urban services boundary and update zoning regulations to limit construction outside the established City core.
- 1.1.2.** Update zoning regulations to prohibit leapfrog development, restricting development of agricultural land until there is adjacency and outward growth is necessary.
- 1.1.3.** Establish a zoning overlay for environmentally sensitive areas and mature tree stands to protect these resources from development.
- 1.1.4.** Prevent residential sprawl by closely reviewing and considering subdivision proposals and suggesting alternatives which will reduce service and infrastructure extensions.

### SHORT TERM

- 1.2.1.** Identify vacant or underutilized sites within the established urbanized area that could be developed to catalyze nearby investment.
- 1.2.2.** Work with the Battle Creek Brownfield Redevelopment Authority (BRA) to encourage and further incentivize adaptive reuse projects as well as redevelopment of brownfield sites and vacant structures.
- 1.2.3.** Direct capital improvement projects to areas of the city where investment and development are most preferred.

### LONG TERM

- 1.3.1.** Work with the Battle Creek Brownfield Redevelopment Authority (BRA) to develop and provide incentives and regulatory support to assist property owners with redevelopment of brownfield sites and vacant structures to attract investment and encourage economic development.
- 1.3.2.** As opportunities arise, work with property owners to relocate industrial and commercial development on the City's periphery to sites within appropriate place types within the established city core.
- 1.3.3.** Coordinate with the Public Works Department to establish a 'close-out' process to remove unutilized infrastructure on vacant properties.



### Battle Creek Reinvestment Plan - Overview

-  Downtown Core
-  Battle Creek Border

# GOAL 2

## Reposition land use to reflect the anticipated needs of the community

*Adjust current land use regulations to match Battle Creek's changing character and community needs.*

### RATIONALE

- Since the 1997 Master Plan, significant demographic and market shifts have occurred which require an updated approach to land use and development.
- In the past decade, there has been a significant shift in the types of residential, commercial, and employment options individuals most prefer.
- Over time, growth and development has shifted the character of different districts, resulting in adjacent land uses and areas that are incompatible.

### NEAR TERM

- 2.1.1.** Support growth, development, and investment which is consistent with the Master Plan's Land Use Place Types.
- 2.1.2.** Identify areas of the City which are in transition between different uses or characters and establish a plan of action to carefully guide this transition.
- 2.1.3.** Review residential development proposals to ensure they align with planned growth, the land use place types, and the findings of the 2013 Comprehensive Housing Study.
- 2.1.4.** Work with major employers in Battle Creek to survey and identify barriers that discourage employees from living within the community as opposed to other nearby municipalities.
- 2.1.5.** Rezone properties along Upton Avenue, Lafayette Avenue, Hamblin Avenue, and Parrish Street to prohibit residential development and support office and industrial investment which is compatible with surrounding uses
- 2.1.6.** Rezone properties along 20th Street, between Surby Avenue and Eldred Street/Highland Boulevard, to restrict commercial development and support residential uses in accordance with the Traditional Neighborhood and Multi-Unit Residential Land Use Place Types.
- 2.1.7.** Review all zoning districts and make necessary changes to the zoning map and designations to ensure overall compatibility between adjacent districts and residential areas of the community.

### SHORT TERM

- 2.2.1.** Reduce the impact of adjacent incompatible uses through appropriate buffering, screening, and other on-site improvements.
- 2.2.2.** Establish a clear, step-by-step process by which blighted properties are identified and addressed, which may include property acquisition, home maintenance assistance, demolition and redevelopment, economic incentives, and other strategies to align that property with the future character of the area.
- 2.2.3.** Work cooperatively with property owners to relocate uses which are incompatible with surrounding districts to more appropriate places and areas of the community.
- 2.2.4.** Coordinate site planning efforts for key redevelopment opportunity sites
- 2.2.5.** Review land use and zoning designations for Downtown Battle Creek and surrounding neighborhoods to identify potential chances that would allow for desired infill.

### LONG TERM

- 2.3.1.** Where appropriate, actively seek the conversion of disinvested residential neighborhoods into industrial and employment districts which are compatible with surrounding uses.
- 2.3.2.** Promote parcel consolidation to prepare development sites and the establishment of incentives for office and industrial investment in these areas.
- 2.3.3.** Assist current residents with relocating into more appropriate areas of the community. In particular, assist those currently located in I-2 zoned areas within the Post Franklin and Northeast neighborhoods; and, R-2 and TB zoned areas in the North Central Neighborhood.
- 2.3.4.** Actively seek the conversion of commercial uses along 20th Street, between Surby Avenue and Eldred Street/Highland Boulevard, into residential uses which are compatible with the surrounding neighborhood.
- 2.3.5.** As opportunities arise, direct residential investment to 20th Street and assist with the approval process through incentives as well as technical assistance for businesses relocating to more appropriate areas of the community.
- 2.3.6.** Actively seek conversion and/or redevelopment of residential uses which front to Capital Avenue between Columbia Avenue and Dickman Road.
- 2.3.7.** As opportunities arise, locate new, or relocate transitioning businesses, to Capital Avenue, Columbia Avenue, and other commercial place types.



# GOAL 3

## Promote reinvestment in Battle Creek's established neighborhoods

*Encourage increased residential development and rehabilitation in Battle Creek's traditional neighborhoods to revitalize declining areas.*

### RATIONALE

- The majority of Battle Creek residents live in the Master Plan's designated Traditional Neighborhoods Place Type, which are the basic building block for residential areas in the community.
- Increased vacancies and poor property maintenance has negatively impacted some of these areas in the City, particularly the Transitioning Neighborhood Place Type.
- Demolition of vacant and dilapidated properties has removed blight but resulted in sparse areas in some core neighborhoods.

### NEAR TERM

- 3.1.1.** Direct residential investment to Traditional Neighborhoods.
- 3.1.2.** Strictly enforce codes and ordinances to ensure properties are well maintained.
- 3.1.3.** Work with the Calhoun County Land Bank to better publicize available programs which could support residential investment in Traditional Neighborhoods.
- 3.1.4.** Work with the relevant NPCs to develop a 'toolbox' of programs, resources, and best practices which can be implemented in Traditional Neighborhoods to encourage investment and upkeep, promote pride, and address blight property maintenance.

### SHORT TERM

- 3.2.1.** Develop an analysis of rental properties and demolitions within established neighborhoods to identify related impacts and contributing factors which should be addressed.
- 3.2.2.** Work with the Calhoun County Land Bank and other appropriate organizations to seek the redevelopment of dilapidated or vacant homes in disinvested neighborhoods and identify key areas where redevelopment should occur.
- 3.2.3.** Develop a complete inventory of vacant structures, foreclosed homes, and cleared land within Battle Creek.
- 3.2.4.** Establish a loan program to provide homeowners with the necessary capital to complete home improvements and regular maintenance.
- 3.2.5.** Review existing infrastructure and make necessary capital improvements within Traditional Neighborhoods to encourage investment and development in these areas.
- 3.2.6.** Direct capital improvement projects to Traditional Neighborhood where investment and development are most preferred.

### LONG TERM

- 3.3.1.** Utilize cleared properties to create public open spaces, including community gardens and public art installations, or for stormwater management if necessary.
- 3.3.2.** Assemble vacant properties and support multi-unit residential development which matches the character of the surrounding neighborhood while providing higher density housing options.
- 3.3.3.** Work with the relevant NPCs to develop and implement branding and place-making elements for specific neighborhoods to foster a greater sense of community and identity.



# GOAL 4

## Revitalize commercial corridors as vibrant, successful business districts

*Diversify the goods and services offered by businesses and update their appearance in Battle Creek's existing commercial areas to bolster economic development.*

### RATIONALE

- Successful commercial corridors provide a range of goods and services that support local residents, adjacent neighborhoods, and the entire community.
- Commercial corridors with a poor or disjointed appearance can create a negative perception of the community and impact overall *commercial vitality*.



Michigan Ave NW Core Reinvestment Corridor

### NEAR TERM

- 4.1.1.** Develop streetscaping plans for the City's commercial corridors which address gateway signage, beautification efforts, landscaping, roadway realignment, pedestrian amenities, and other elements to improve the appearance and function of these districts.
- 4.1.2.** Update zoning ordinances and create design guidelines to better regulate the types of uses, style of development, and site layout preferred along commercial corridors.
- 4.1.3.** Provide funding assistance and incentive programs for property owners to make on-site improvements to landscaping, architecture, and overall appearance.
- 4.1.4.** Strictly enforce development regulations to improve the appearance and maintenance of commercial development.
- 4.1.5.** Establish requirements for on-site parking which include perimeter landscaping, landscape islands, pedestrian amenities, and other improvements to diminish the visual impact of extensive paved areas.

### SHORT TERM

- 4.2.1.** Work with local businesses, property owners, and the appropriate NPCs to develop and implement branding and place-making elements for specific commercial corridor to foster a greater sense of community and identity.
- 4.2.2.** Where applicable, this will require reclaiming public rights-of-way and reconstructing poorly maintained or inconsistent sidewalk segments.
- 4.2.3.** Coordinate with business and property owners to provide cross-access between adjacent uses and reduce unnecessary curb cuts along the main roadways of commercial corridors.
- 4.2.4.** Require appropriate buffers, screening, and other on-site improvements between commercial corridors and adjacent residential neighborhoods.
- 4.2.5.** Develop a unified sidewalk network with consistent development standards, setbacks, and landscaping elements.
- 4.2.6.** Provide pedestrian access between commercial corridors and adjacent neighborhoods through sidewalk extensions, off-street paths, and trails.

### LONG TERM

- 4.3.1.** Coordinate with property and business owners to relocate incompatible uses to more appropriate areas within the community.
- 4.3.2.** Convert vacant or disinvested commercial centers to uses which are consistent with the surrounding area.

# GOAL 5

## Elevate Downtown as an energetic community focal point and center of government and commerce

*Concentrate investment and community activity in Battle Creek's Downtown to create a lively hub for residents and visitors.*

### RATIONALE

- Recent investment within Downtown Battle Creek has provided a foundation upon which further efforts should be taken to enliven the City's core.
- As the heart of Battle Creek, Downtown must be a versatile shared space that meets the needs of residents, business owners, government, visitors, and a large employment base.
- Downtown currently has a high rate of vacancy which discourages residents and visitors from patronizing the area and contributes to an impression of emptiness.



### NEAR TERM

- 5.1.1.** Coordinate with property owners, investors, and local businesses to fill vacant commercial storefronts in Downtown.
- 5.1.2.** Complete an inventory of upper floor vacancies within Downtown and work with property owners to fill these spaces with appropriate commercial, office, or residential uses.
- 5.1.3.** Maintain open communication with large employers and industrial users within Downtown through regular meetings with executives to discuss the needs and challenges of their businesses.
- 5.1.4.** Host outreach events for employees working in Downtown to gather feedback on their perspective and vision for the area and further utilize this feedback to develop Downtown as a place that attracts future employees and residents.
- 5.1.5.** Coordinate with commercial businesses in Downtown to establish standardized hours of operation which include evening and weekend hours.

### SHORT TERM

- 5.2.1.** Seek the development of new, higher density residential options in Downtown, including adaptive reuse of vacant buildings and upper-floor spaces to aid new families, seniors, and young professionals.
- 5.2.2.** As opportunities arise, direct multi-family residential investment to this area and provide support to help identify potential funding sources for these developments.
- 5.2.3.** In support of increasing multi-family residences, focus infill to mixed-use development that puts citizens in the heart of Battle Creek and adds economic value with new businesses.
- 5.2.4.** Improve parking conditions by updating and implementing the recommendations of the 2013 Downtown Parking Needs Assessment.
- 5.2.5.** Ensure public parking areas are well signed, including wayfinding signage directing motorists to parking areas.
- 5.2.6.** Attract restaurants, bars, and entertainment uses to support evening activity in Downtown and elevate the district's status as a cultural and entertainment focal point in the community.
- 5.2.7.** Work with industrial users within and adjacent to Downtown to minimize their visual impact on the surrounding area by requiring high-quality, permanent screening or utilizing public art to make them more visually attractive.
- 5.2.8.** Establish a "Live Downtown" promotional program or campaign to attract new residents to the Downtown district them more visually attractive.

### LONG TERM

- 5.3.1.** Seek the development of higher density, pedestrian oriented residential and commercial uses on the periphery of Downtown which will help visually connect the area with adjacent neighborhoods, particularly to the northwest and southeast.
- 5.3.2.** Implement streetscaping improvements along Capital Avenue and Michigan Avenue extending into adjacent neighborhoods to physically and visually connect Downtown with the community.
- 5.3.3.** Focus on the rehabilitation of Heritage Tower as a mixed-use building for office and residential space by working with the current developer to streamline the development process wherever the City has the capacity.
- 5.3.4.** Address operations and logistics issues with Downtown businesses to ensure they don't impede daily activities for pedestrians and customers.
- 5.3.5.** Review existing events held within Downtown and establish new festivals and community activities, with a focus on events held at different times of day to generate 'round-the-clock' activity in the district.

### Battle Creek Core

# GOAL 6

## Activate the Kalamazoo and Battle Creek Riverfronts

*Promote activity along and use of Battle Creek's riverfronts through new investment and recreation development.*

### RATIONALE

- As demonstrated by Linear Park and Friendship Park, local riverfronts offer the opportunity for parks and open space.
- Despite being located at the confluence of the Kalamazoo and Battle Creek Rivers, Downtown Battle Creek has few spaces which utilize riverfront views or access.
- The channelized segment of the Kalamazoo River has an industrialized appearance which decreases the potential for outdoor spaces along the river.
- The size and flow of local rivers provides the opportunity for water-based recreation such as canoeing, kayaking, and fishing.

### NEAR TERM

**6.1.1.** Complete a study to determine the feasibility, impacts, and benefits of dechannelizing the North Branch of the Kalamazoo River southwest of Downtown.

**6.1.2.** Review and implement appropriate recommendations of the Rethinking the Kalamazoo River in Battle Creek plan.

**6.1.3.** Develop a new riverfront activation plan which is similar in scope to the Rethinking the Kalamazoo River in Battle Creek plan and includes actionable recommendations and design concepts.

**6.1.4.** Inventory and review other successful riverfront areas within the Midwest to identify improvements which could be applied in Battle Creek (such as the Naperville Riverwalk and Whirlpool Riverview Campus discussed to the right).

**6.1.5.** Develop opportunities for water-based recreation, potentially through the construction of docks and small scale marinas, and promote canoe, kayak, or tube rentals and other similar uses.

### SHORT TERM

**6.2.2.** Develop new parkland and open spaces along the Kalamazoo and Battle Creek Rivers, including extensions of the Linear Park.

**6.2.3.** Explore the feasibility of developing designated swimming areas or public beaches along local riverfronts.

### LONG TERM

**6.3.1.** Develop a formal "riverwalk", that builds upon and expands the Linear Park within Downtown Battle Creek into a lively open space.

**6.3.2.** Seek to redevelop properties located at the confluence of the Kalamazoo and Battle Creek Rivers that will better utilize this unique natural feature.

**6.3.3.** As properties along the riverfronts are developed, work with developers to create public open spaces and plazas.

**6.3.4.** Develop an offshoot of the Linear Park along the Kalamazoo River North Branch extending south from Downtown.

**6.3.5.** Construct an educational boardwalk or trail in Downtown with interactive elements or displays to emphasize the history and ecology of local rivers as a cultural amenity.

**6.3.6.** Explore the feasibility and impact of designating specific water routes along the naturalized Kalamazoo and Battle Creek rivers which provide recreation within the community and could connect to adjacent communities within the region.

## NAPERVILLE RIVERWALK

The Naperville Riverwalk is a central feature of Downtown Naperville, Illinois which features 1.75 miles of pathways, public spaces, fountains, and landscaped areas adjacent to the West Branch of the DuPage River. The Riverwalk has been a considerable success for the community, supporting the Downtown retail district, attracting new residents to the area, and drawing visitors from throughout the region. The City of Battle Creek should utilize the Naperville Riverwalk as a guide to consider potential improvements to the Battle Creek Linear Park which could better position it as a community gather space and regional destination.

A key element of the Naperville Riverwalk is a lowered pedestrian pathway that runs adjacent to the riverfront. This passage is only a few feet above the waterline, ducks underneath bridges, and has no rails or barriers between the pedestrian and the river, creating an intimate and calm atmosphere for those walking along the river. Implementing this kind of improvement along the Battle Creek River could help create a unique and inviting space while activating the riverfront as an invaluable amenity.



## WHIRLPOOL RIVERVIEW CAMPUS

Whirlpool's Riverview Campus in Benton Harbor, Michigan recently completed Phase III of construction. The site is located on remediated Brownfield Land along the St. Joseph River. Natural elements were woven throughout to both complement and protect the adjacent public space between the campus and the river's edge. These elements create a connection between the interior of the campus and the river. As such, they are good examples for revitalizing Battle Creek's Linear Park as an active outdoor space.

Whirlpool's park area contains a boathouse, walking trails, seating areas and platforms at the river's edge providing a recreational resource to the community while offering an amenity to the approximately 1,000 employees working on the adjacent site. When green infrastructure strategies are integrated at the neighborhood or campus scale the benefits begin to accumulate and allow commercial and industrial centers to function alongside natural and recreational spaces. Utilizing a similar strategy, Battle Creek could not only improve the improve the environmental and recreational aspects of the area but also merge them with the business community.



# GOAL 7

## Improve the overall appearance of the community and inspire pride in Battle Creek

*Improve the city's appearance to foster community pride among Battle Creek's residents.*

### RATIONALE

- Participants throughout the community outreach process noted a lack of pride for Battle Creek and a general feeling that the City was unlikely to change in the future.
- Areas with poor appearance, cleanliness, and maintenance can be uninviting and attract undesirable uses and activity.
- Projects that improve the appearance and sense of place within Battle Creek convey a positive image to the community and visitors.

### NEAR TERM

**7.1.1.** Develop a City-wide branding guide which creates a unified "Battle Creek" brand to be used for physical improvements and promotional efforts.

**7.1.2.** Strictly enforce development regulations to improve the appearance and maintenance of development and investment.

**7.1.3.** Review, update, and strictly enforce the sign code throughout Battle Creek to reduce the visual impact of poor quality, nonconforming signage, with a particular focus on large, at-grade Billboards within the community.

**7.1.4.** Establish development requirements for on-site parking which include perimeter landscaping, landscape islands, pedestrian amenities, and other improvements to diminish the visual impact of large paved areas.

**7.1.5.** Cooperate with local media sources and community service providers to publicize success stories and positive news within the community.

### SHORT TERM

**7.2.1.** Construct gateway features at major entrances to the community, such as I-94 interstate exits, the I-194 extension into Downtown, Dickman Road, Michigan Avenue, and Emmett Street.

**7.2.2.** Expand wayfinding elements from Downtown Battle Creek to include similar directional signage throughout the community.

**7.2.3.** Create a program which allows organizations within the community, such as community service providers, major employers, or the NPCs, to adopt and be responsible for the landscaping of high visibility public areas.

**7.2.4.** Create a tree replacement program to plant new trees on public land where they have been removed and provide funding and assistance to support property owners planting new trees.

**7.2.5.** Seek opportunities to incorporate local art within the built environment, including infrastructure improvements, public art installations, and art displays at community facilities.

### LONG TERM

**7.3.1.** Work with the NPCs to establish distinct brands for specific neighborhoods and commercial areas which can be implemented through gateway signage, placemaking elements, and similar improvements.

**7.3.2.** Incorporate streetscaping and place-making elements within infrastructure improvements throughout the community, with a focus on high visibility and shared-use areas.

# GOAL 8

## Foster an educated, diverse, and well-trained workforce

*Incentivize skilled workers to locate and remain in Battle Creek to attract new businesses and improve economic growth.*

### RATIONALE

- A high quality workforce will support existing companies and attract new and diverse employers to the City.
- Efforts to improve the depth of skills in the local workforce will attract entrepreneurs and smaller business startups to help diversify the City's economy.
- Workforce development will attract new residents to support residential growth and economic activity.

### NEAR TERM

**8.1.1.** Coordinate and hold regular meetings with local employers and institutions to determine the skills most desired of the local workforce.

**8.1.2.** Coordinate with major employers to identify issues and concerns which can often influence business recruitment or whether an employee chooses to live in Battle Creek or another nearby community.

**8.1.3.** Provide assistance and help to better promote existing technical and educational support programs which match residents with business and industry needs.

### SHORT TERM

**8.2.1.** Coordinate with local and regional higher education facilities, such as Western Michigan University, to establish programs that teach the technical skills most preferred and relevant to major employers within the region.

**8.2.2.** Create a student program through which high schoolers in the community can learn about local jobs and develop necessary skills to prepare them for employment within Battle Creek.

**8.2.3.** Ensure residential options meet the needs and desires for employees of the City's major companies, including affordable and higher density options.

**8.2.4.** Work with local school districts to identify and make necessary programming and facility improvements that will raise the quality of student education and prepare them for employment within Battle Creek.

### LONG TERM

**8.3.1.** Launch a promotional campaign which demonstrates the possibilities and benefits of locating in Battle Creek to potential employers and employees.

**8.3.2.** Establish a program for new residents working at major companies which helps welcome and familiarize them with the community.

**8.3.3.** Establish a new organization or coordinate with an existing body with the focus of fostering an entrepreneurial culture in Battle Creek and attracting startup businesses to the community.

# GOAL 9

## Ensure an efficient and well-Maintained local transportation network

*Update streets and correct public transportation issues to establish quick and easy access to all areas of Battle Creek.*

### RATIONALE

- Reductions in drive times, traffic, and congestion will improve quality of life and decrease the potential for car accidents.
- Potholes, pavement deterioration, and regular wear on local roadways decreases safety and efficiency and impact Battle Creek's aesthetic.
- Public transit alternatives will help decrease automobile usage and support residential options for seniors and young professionals.

### NEAR TERM

**9.1.2.** Identify new funding sources to support continued and expanded public transit options.

**9.1.3.** Review existing BCT transit routes and identify potential expansions and alterations which could better connect residents to important destinations.

### SHORT TERM

**9.2.1.** As new, higher density residential options are introduced review and make alterations to transit routes to better serve these developments.

**9.2.2.** Review the Airport Overlay District for the W.K. Kellogg Airport to ensure it adequately mitigates airport related impacts and identify necessary updates or alterations.

**9.2.3.** Continue to monitor traffic flow to identify problematic intersections and street segments, and identify potential improvement projects to reduce vehicle-pedestrian conflicts and congestion.

**9.2.4.** Coordinate with local employers, particularly those in Fort Custer Industrial Park, to explore the feasibility of late night transit routes that would support night shift employees.

### LONG TERM

**9.3.1.** Explore the feasibility of a shuttle or route which links Downtown Battle Creek to regional destinations such as Downtown Kalamazoo or Binder Park Zoo.

**9.3.2.** Evaluate the feasibility of, and implement, road diets on 4 lane roads with less than 20,000 ADT (including West Michigan Avenue and Dickman Road) to improve efficiency, increase safety, and provide opportunities for on-street parking or on-street bike lanes if desirable.

**9.3.3.** Establish dedicated truck routes within the community that support existing production and employment centers while protecting residential and commercial areas from the negative impacts of heavy truck traffic.

# GOAL 10

## Expand the pedestrian and bicycle network to promote active transportation

*Add sidewalks and bike lanes to allow for enhanced, non-motorized transportation options in Battle Creek.*

### RATIONALE

- Infrastructure for pedestrian and bicycle transportation promotes exercise and healthy lifestyles.
- Increased pedestrian and bicycle mobility decrease automobile usage and supports residential options for seniors and young professionals.

### NEAR TERM

**10.1.1.** Continue to implement the Non-Motorized Transportation Network Master Plan.

**10.1.2.** Review proposed bike lanes and shared use trails to establish a prioritization schedule for improvement projects.

**10.1.3.** In accordance with the Non-Motorized Transportation Network Master Plan, provide basic wayfinding signage along routes as they are constructed.

**10.1.4.** Update development regulations to incentivize the inclusion of bicycle parking in return for other development allowances or permissions.

**10.1.5.** Establish development standards for sidewalks and sidepaths to ensure widths, materials, setbacks, and other elements are consistent across the community.

**10.1.6.** Conduct a complete inventory of all sidewalks within Battle Creek, with attention to poor maintenance, deterioration, and sidewalk gaps to identify future sidewalks improvement projects.

### SHORT TERM

**10.2.1.** Ensure the appropriate land use place types are served by complete pedestrian networks with sidewalks on both sides of all roadways, including Traditional Neighborhood, Suburban Residential, Multi-Unit Residential, Neighborhood Commercial, Corridor Commercial, Regional Commercial, and Downtown.

**10.2.2.** Within the Green Neighborhood, Agriculture & Rural Residential, Production & Employment, and Community Open Space & Parks Place Types, review individual properties and development to ensure they are served by pedestrian amenities and sidewalks as necessary:

**10.2.3.** Provide bicycle parking at all city-owned public facilities and encourage major employers, private community facilities, and other destinations to do the same.

**10.2.4.** Develop high priority bicycle and pedestrian pathways which connect residents with the Linear Park Trail and Downtown Battle Creek.

**10.2.5.** Ensure that all connections to public parks and open space, in particular the Linear Park Trail, feature roadway crossings improved with signage, grade changes, and other infrastructure elements to improve safety.

**10.2.6.** As roadway improvements are made, include pedestrian and bicycle amenities in accordance with the Non-Motorized Transportation Network Master Plan.

### LONG TERM

**10.3.1.** Coordinate with neighboring communities to establish trail connections from Linear Park and Downtown to networks in the county and other regional municipalities such as Kalamazoo.

**10.3.2.** As funding becomes available, develop dedicated bike lanes or shared use trails along routes where only signage can be provided in the short-term.

**10.3.3.** As an element of road diet projects, review the feasibility and construct, where appropriate, bike lanes and shared use trails.

**10.3.4.** Conduct regular reviews every 2-3 years to identify new bike routes and gaps within the existing network as well as reprioritize proposed bike improvement projects so as to best meet the needs of the community.

**10.3.5.** Provide dedicated pedestrian and bicycle access across I-94, such as bridges or underpasses.

# GOAL 11

## Offer residents a full range of accessible parks, trails, and recreation opportunities

*Upgrade Battle Creek's parks and recreation system to provide outdoor recreation space throughout the City.*

### RATIONALE

- The existing parks system far exceeds recommended parkland acreage for Battle Creek's size; however, the majority of that acreage is concentrated in a few large regional parks.
- Many neighborhoods lack immediate access to parkland and recreation opportunities.
- The areas southwest of Downtown Battle Creek lack trails or designated routes which could connect parks to the existing trail network.

### NEAR TERM

**11.1.1.** Coordinate with the Parks and Recreation Department to continue to implement the Parks and Recreation Master Plan.

**11.1.2.** Coordinate with the Parks and Recreation Department to annually review proposed capital improvement projects and align these with planning efforts, growth projections, and other contributing factors.

**11.1.3.** Update and improve equipment and facilities that promote active use at all park locations, with a focus on neighborhood and community parks.

**11.1.4.** Utilize available vacant land within the Traditional Neighborhoods and Green Neighborhoods Land Use Place Types to develop new mini-parks in underserved areas of Battle Creek.

**11.1.5.** Prioritize pedestrian connections to parks, existing trail networks, and recreational opportunities as part of developing proposed bike lanes and shared use trails.

### SHORT TERM

**11.2.1.** Complete a review of proposed parks and recreation capital improvement projects every 3-5 years and identify new projects which should be prioritized or will require long-range preparation and planning.

**11.2.2.** Develop new trails connecting underserved residents to parkland, open space, and important destinations within the City.

**11.2.3.** Continue to develop new neighborhood parks and mini-parks in underserved neighborhoods as opportunities arise.

**11.2.4.** Develop splash pads and other forms of low maintenance water features which could provide summertime recreational opportunities.

**11.2.5.** Develop new parkland south of I-94 to serve under served residential development within that area.

**11.2.6.** Continue to upgrade playground equipment in neighborhood parks, as appropriate.

### LONG TERM

**11.3.1.** Seek programming partnerships to develop non-traditional recreational programming and opportunities, such as martial arts and wrestling.

**11.3.2.** Develop a comprehensive integrated marketing and communications plan to increase awareness of parks, recreation programs, and services.

**11.3.3.** Develop a greenway or open space corridor with shared use trails along the utility corridor in the Urbandale Neighborhood which extends from the intersection of Geiger Avenue and Michigan Avenue north to Mosher Avenue.

# GOAL 12

## Continue to provide adequate infrastructure and deliver high-quality city services

*Maintain Battle Creek's infrastructure and services to uphold the city's quality of life standards.*

### RATIONALE

- Public amenities, services, and infrastructure are a significant factor in attracting new residents to a community, particularly with regards to local education.
- Changes to the City's demographics and land use policies will require coordination to ensure community facilities and services are right-sized to meet future demand.
- Careful management of infrastructure and services can ensure the City provides the highest quality of life with the available resources and funding.

### NEAR TERM

**12.1.1.** Coordinate with the individual departments of the City of Battle Creek to evaluate department needs, identify issues and problem areas, and address concerns in an organized and proactive manner.

**12.1.2.** Utilize the established Future Land Use Plan to review existing infrastructure and identify underserved areas which should be prioritized for improvements and upgrades.

**12.1.3.** Cooperate with local school districts to evaluate the potential and feasibility of consolidating to a single, city-wide district.

**12.1.4.** Coordinate with the Battle Creek Fire Department to explore the impacts of closing or relocating fire stations within the community.

**12.1.5.** Establish uniform roadway infrastructure standards with regards to curb, gutter, sidewalk setbacks, parkways, and other elements that focus on pedestrian safety and transportation efficiency.

### SHORT TERM

**12.2.1.** Facilitate regular communication with and between local school districts to ensure quality public education through resource sharing, coordination, and identification of best practices.

**12.2.2.** Coordinate with the Public Works Department to evaluate the capacity of infrastructure and utility services within the City and identify necessary expansions and updates that may be necessary given expected growth trends.

### LONG TERM

**12.3.1.** Should community facilities and schools come offline, identify new uses for these structures that will support surrounding neighborhoods and continue to act as resources within the community.

**12.3.2.** Coordinate with the Public Works Department to establish a 'close-out' process to remove unutilized infrastructure, vacant structures, and facilitate natural growth on vacant properties or those where users have moved into the City's core.



CHAPTER 5  
**LAND USE & DEVELOPMENT PLAN**



The Land Use and Development Plan presents a set of overarching strategies to guide future land use and investment within the City of Battle Creek. The Plan takes into account a wide range of factors including existing land use, an assessment of existing market conditions, current demographic trends, infrastructure capacity, and the desires and aspirations of the Battle Creek community expressed through outreach conducted as part of the Comprehensive Plan process.

## FISCAL IMPACT MODEL

In 2016, a Fiscal Impact Model was developed to analyze the economic impact of potential growth trends within Battle Creek. The report assumes a projected 5% growth in population and a 10% growth in employment over the next 20 years, accounting for some 2,644 new residents and 3,414 new jobs. Based on these estimates, the model utilizes three options to analyze growth within the community:

**Baseline:** This option represents the existing average density

- 1.9 people per acre
- 1.2 jobs per acre
- 0.8 households per acre

**Alternative A:** This option doubles the existing density

- 3.8 people per acre
- 2.4 jobs per acre
- 1.6 households per acre

**Alternative B:** This option represents the densest areas of the City

- 12 people per acre
- 10 jobs per acre
- 4.9 households per acre

## Growth Options Battle Creek

	Baseline	Alternative A	Alternative B
Capital Costs - 20 Years	\$200.3	\$175.5	\$139.8
Amortized Costs (20 years at 2.2% rate)	\$249.7	\$218.7	\$181.4
Maintenance Costs - 20 Years	\$10.0	\$8.8	\$7.0
Total Costs - 20 Years	\$259.8	\$227.6	\$181.4
<b>Fiscal Cost per year</b>	<b>\$12.9 (+18% to budget)</b>	<b>\$11.3 (+16% to budget)</b>	<b>\$9.1 (+12% to budget)</b>

*\*All Costs in Millions*

Using these options, the model reviews the spatial and financial impacts of the assumed growth projects over the next 20 years. The model finds that denser styles of development are more cost effective and greatly reduce the total land requirement necessary to meet expected growth. The Baseline options would require 1,942 acres to accommodate new growth, compared to 971 acres for Alternative A and only 275 acres for Alternative B, a difference of some 1,600 acres. Further, the densest options reduce public infrastructure costs related to extension of roadways, sidewalks, sewer, water, and stormwater systems. As a result, denser development reduces the overall tax burden for the community and provides a more economically responsible growth option.

The findings of this Fiscal Impact Model have been integrated within the Land Use & Development Plan to help guide future land use in a manner that is responsive to projected trends and cost effective for the community. Where appropriate, increases in density, reinvestment, and infill development have been recommended to best utilize community resources and maintain a high quality of life within Battle Creek.

## LAND USE PLACE TYPES

Rather than designate specific land uses for specific parcels, the Comprehensive Plan utilizes a “place type” based approach to guide future land use planning. Areas within Battle Creek have been classified into 11 unique place types. Unlike traditional land use designations, which specify uses on a parcel-by-parcel basis, the place types define the nature of uses and desired character for a larger area. This approach allows for greater flexibility regarding the future land use decisions for individual properties and development. Further, it acknowledges that individual land uses have a significant impact on those around them. Addressing land use on a larger scale helps build an understanding of what distinct areas of the community should look like and how uses can interact and collaborate with each other.

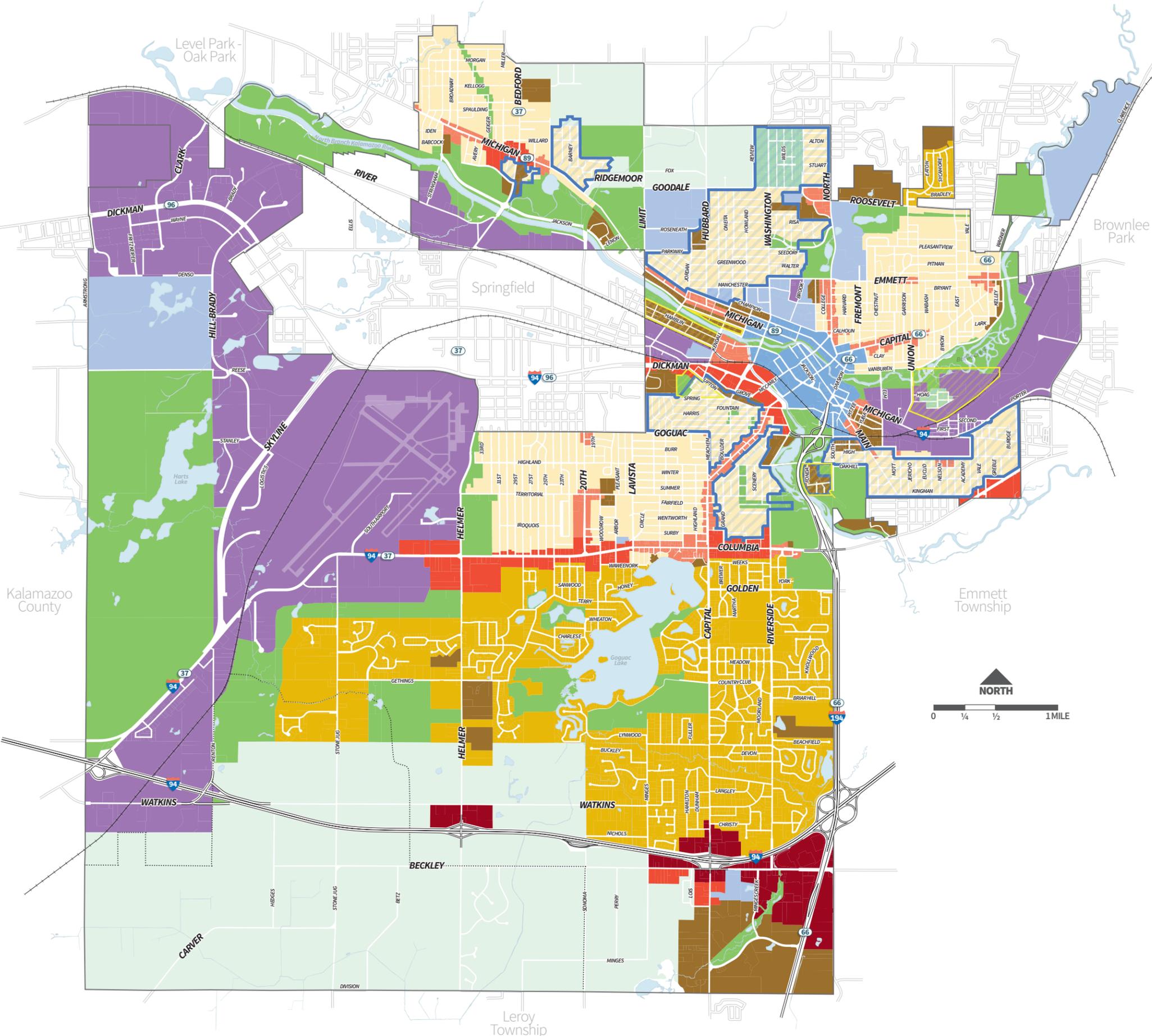
Each Place Type describes the desired character, land uses, built form, and level of connectivity for areas included within that classification. These elements should guide private development and property investment, City policy and development decisions, and capital improvements that together, over time, will help strengthen, or transition an area to its ideal form and character. Further, this approach allows individual properties, proposals, and projects to be evaluated with regard to how they conform within their “place.” In this way, the place types are not a strict set of rules regarding land use, but rather a guide which can respond to the context of distinct situations which can help create dynamic places to shape the Battle Creek community.

Land use place types have been designated to areas of the community based on existing land uses, existing built form, existing physical conditions, growth trends, and community input. Upon adoption of the City’s Master Plan the City should regularly review the Map and individual Place Types to ensure land use is responsive to demographic and market shifts.

## URBAN GROWTH BOUNDARY

The Urban Growth Boundary, shown on the Land Use Plan, is located in southwestern Battle Creek and indicates a stopping point for growth and development. Areas roughly southwest of the Urban Growth Boundary are not recommended for new development, in favor of concentrating growth to areas northeast of the boundary. First established in the City’s 1997 Master Plan, the boundary has been updated to reflect the Land Use Plan and growth projections. Outside of the Urban Growth Boundary, the City should not make infrastructure extensions or improvements that will allow further development. In addition, the City should work cooperatively with developers to guide investment to areas within the City’s urban core, as appropriate.

# LAND USE PLAN



## Land Use Classifications

- Agricultural & Rural Residential
- Traditional Neighborhood
- Suburban Residential
- Multi-Unit Residential
- Neighborhood Commercial
- Corridor Commercial
- Regional Commercial
- Downtown Commercial
- Production & Employment Center
- Community Open Space & Recreation
- Transitioning Neighborhood
- Challenged Neighborhood
- Development Opportunity Centers
- Community Services
- Urban Growth Boundary



## AGRICULTURE & RURAL RESIDENTIAL

The Agriculture and Rural Residential Place Type consist of areas of extremely low density within the municipal limits of the City of Battle Creek, but outside of urbanized footprint. The Agriculture and Rural Residential Place Type includes land use for agricultural production, supporting residential homes, and large-lot rural subdivisions. These areas are of the lowest density in Battle Creek and also include large expanses of open space and natural areas. Located outside of the City's urban core, uses may not be directly served by community services and infrastructure. New development within the Agriculture and Rural Residential areas should be discouraged to limit the conversion of these areas to more intense development. Instead, new growth and investment should be directed to place types within the City's established urban core to reduce service extensions which may overburden existing infrastructure.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Agriculture & Rural Residential Place Type include:

- Farms, plant nurseries, and other agricultural uses that grow crops and plants
- Detached residential dwellings provide housing largely inhabited by the individuals that own and operate agricultural uses.
- Barns, stables, kennels, and other agricultural accessory structures
- Open Space and natural areas preserve the natural landscape and help to mitigate the effects of agricultural uses and development, such as preventing soil erosion.

### URBAN FORM

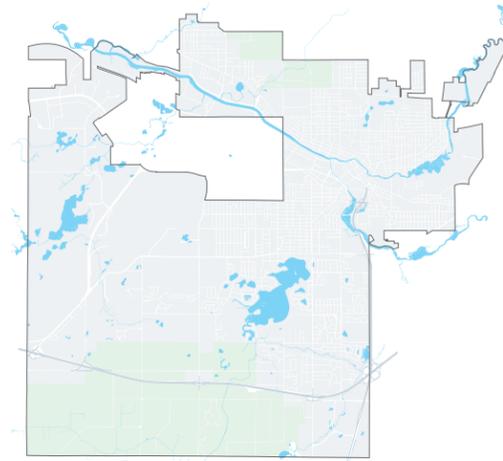
Key attributes of the urban form within the Agriculture and Rural Residential Place Type include:

- Sparsely settled land in both open and cultivated states.
- Farmhouses, cabins, and villas with varied orientation, placement and size.
- Agricultural buildings and accessory structures, sometime clustered, surrounded by farmland or open space .

### CONNECTIVITY

Key attributes of connectivity within the Agriculture & Residential Place Type include:

- Automobile access is provided to individual properties.
- Sidewalks or pedestrian pathways may provide access to those residential dwellings directly adjacent to urbanized areas but are mostly not present.



## SUBURBAN RESIDENTIAL

The Suburban Resident Place Type includes medium to low density residential neighborhoods on the periphery of Battle Creek's urban core. The Place Type provides a balance between urban and rural residential options which has been the most popular style of residential growth for the past few decades. These areas offer newer housing typically in the form of larger houses in planned developments. While national trends show a growing preference for more urbanized housing options, Suburban Residential may continue to grow and shape the character of the fringes of the Battle Creek community. Management of these areas and types of investment should support high quality residential products while limiting suburban growth which may overextend community services.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Suburban Residential Place Type include:

- Single-family detached dwellings should predominate the Suburban Residential Place Type.
- Single-family attached dwellings, such as townhomes, placed on the edge of single-family subdivisions where they assist in transitioning to commercial or higher density areas.
- Apartment buildings and other multi-family dwellings, placed on the edge of single-family subdivisions where they assist in transitioning to commercial or higher density areas. Larger stand-alone multi-family developments are found within the Multi-Unit Residential Place Type.
- Public and Semi-Public facilities such as schools, fire stations, and religious institutions provide necessary public amenities, such as education and emergency response services.
- Public parks and open spaces improve social wellbeing and public health as open areas for interaction and recreation.

### URBAN FORM

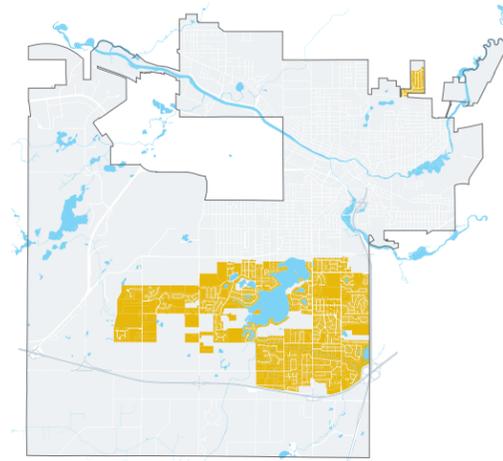
Key attributes of the urban form within the Suburban Residential Place Type include:

- Houses oriented to the street.
- Variable front- and side-yard setbacks, with a general rhythm and consistency by street and/or subdivision.
- Detached garages, covered parking areas, sheds, and other residential accessory buildings.
- Structures are similar in age, architectural style, scale, and overall design.
- Mature trees are preserved and maintained to retain existing tree canopies.

### CONNECTIVITY

Key attributes of connectivity within the Suburban Residential Place Type include:

- Sidewalks are well maintained and provide connecting routes to adjacent neighborhoods and commercial areas support walkability.
- Walking paths, trails, and other designated routes offer additional access and recreational opportunities where possible
- Automobile access to individual properties is consistent across entire blocks, provided by driveways.
- Subdivisions and planned developments feature curvilinear streets, irregular roadway patterns, and cul-de-sacs.
- All intersections as well as key locations within subdivisions provide safe crossing points for pedestrians, including marked crosswalks and signage.



## TRADITIONAL NEIGHBORHOOD

The Traditional Neighborhood Place Type includes older residential neighborhoods within the City's urbanized footprint, largely concentrated northeast and southwest of Downtown Battle Creek. The Traditional Neighborhood Place Type features older housing stock on grid block patterns, typical of post-World-War-Two residential development. They provide housing options in a more urban setting, on typically smaller lots than the Suburban Residential Place Type. The Traditional Neighborhood Place Type has easy access to commercial areas, parks and open space, community facilities, and other destinations. They consist of walkable neighborhoods, and reinvestment, upkeep, maintenance, and pride in ownership are vital to their stability of traditional neighborhoods. Additions, significant renovations, and new construction should consider the existing scale, style and character of the surrounding area.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Traditional Neighborhood Place Type include:

- Single-family detached dwellings should predominate the Traditional Neighborhood Place Type.
- Single-family attached dwellings placed on block ends and edges of single-family detached neighborhoods. At times, isolated duplexes are found scattered within areas of predominantly single-family areas.
- Apartment buildings and other multi-family dwellings, placed on block ends and edges of single-family detached neighborhoods where they assist in transitioning to commercial or higher density areas. Larger stand-alone multi-family developments are found within the Multi-Unit Residential Place Type.
- Where embedded within the neighborhood, multi-family dwellings and attached units match the character of surrounding residential uses.
- Public and Semi-Public facilities such as schools, fire stations, and religious institutions provide necessary public amenities, such as education and emergency response services.
- Public parks and open spaces improve social wellbeing and public health as open areas for interaction and recreation.

### URBAN FORM

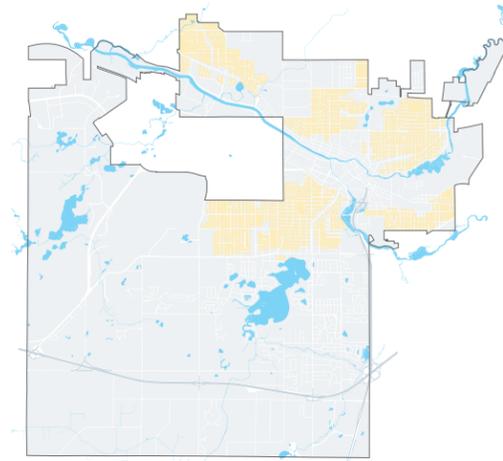
Key attributes of the urban form within the Traditional Neighborhood Place Type include:

- Houses oriented to the street.
- Variable front- and side-yard setbacks, with a general rhythm and consistency by street and/or subdivision.
- Detached garages, covered parking areas, sheds, and other residential accessory buildings.
- Structures vary in age, architectural style, scale, and overall design.
- Residential blocks are fully developed and well-maintained, with minimal vacant lots and structures.
- Historic homes are preserved and enhanced.
- Mature trees are preserved and maintained to retain existing tree canopies.

### CONNECTIVITY

Key attributes of connectivity within the Traditional Neighborhood Place Type include:

- Sidewalks are well maintained and provide connecting routes to adjacent neighborhoods and commercial areas to support walkability.
- Where possible, walking paths, trails, and other designated routes offer additional access and recreational opportunities.
- Automobile access to individual properties is consistent across entire blocks, either provided by driveways or rear access alleys.
- On-street parking assist with passive traffic calming and accommodates visitors, or residents with varying duration times to discourage overcrowding where necessary.
- All intersections provide safe crossing points for pedestrians, including marked crosswalks, signage, and other elements.



## TRANSITIONING NEIGHBORHOOD

The Transitioning Neighborhood Place Type includes low density residential areas within the periphery of the City's older urbanized area, largely concentrated in northern and eastern Battle Creek. The Place Type is similar to Traditional Neighborhoods, characterized by older housing stock on grid block patterns. However, unlike Traditional Neighborhood, within this Place Type residential blocks were either never fully completed, or have had blighted homes either condemned or torn down. In addition, almost all Transitioning Neighborhoods lack the proximity to commercial uses, community facilities, and transportation options necessary to ensure the success of long-term reinvestment. As such, this Place Type should consist of low density residential supported by urban farming, community gardens, natural open spaces, and other large-lot and sustainable land uses. Proposed residential reinvestment within these areas should be carefully managed or guided to more appropriate place types in order to reduce infrastructure demands.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Transitioning Neighborhood Place Type include:

- Single-family detached dwellings should predominate the Transitioning Neighborhood Place Type.
- Community facilities and services, such as schools, fire stations, and religious institutions provide necessary public amenities, such as education and emergency response services.
- Public parks and open spaces improve social wellbeing and public health as open areas for interaction and recreation. This includes undeveloped properties which are returned to natural landscapes.
- Urban farming and other uses that utilize vacant space for agricultural and sustainable means provide organic, locally grown food as well as educational opportunities about gardening and nutrition.

### URBAN FORM

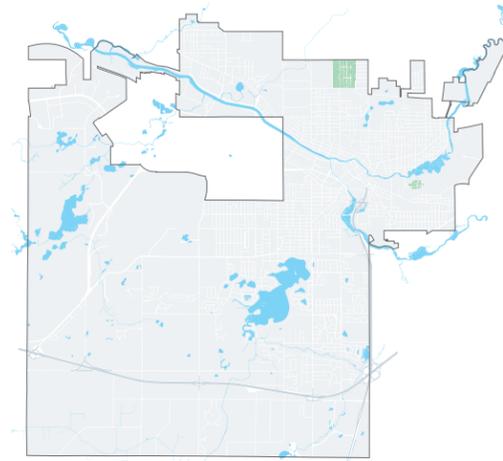
Key attributes of the urban form within the Transitioning Neighborhood Place Type include:

- Houses oriented to the street.
- Varied front- and side-yard setbacks, with a general rhythm and consistency by street and/or subdivision.
- Detached garages, covered parking areas, sheds, and other residential accessory buildings.
- Greenhouses, hoop houses, chicken coops, and other smaller buildings necessary to support low intensity agricultural uses.
- Blocks include a mixture of residential structures complimented by natural open spaces, urban agriculture, and sustainable land uses.

### CONNECTIVITY

Key attributes of connectivity within the Transitioning Neighborhood Place Type include:

- Sidewalks are well maintained and provide connecting routes to adjacent neighborhoods and commercial areas to support walkability.
- Where possible, walking paths, trails, and other designated routes offer additional access and recreational opportunities.
- Automobile access to individual properties is consistent across entire blocks, either provided by driveways or rear access alleys.
- On-street parking assist with passive traffic calming and accommodates visitors, or residents with varying duration times to discourage overcrowding where necessary.
- All intersections provide safe crossing points for pedestrians, including marked crosswalks, signage, and other elements.



## MULTI-UNIT RESIDENTIAL

The Multi-Unit Residential Place Type includes existing and desired areas for high-density residential development. In most instances, the Multi-Unit Residential Place Type is closely related to other residential areas. The Place Type is largely comprised of residential development that contain numerous housing units clustered into single or groups of residential structures. This includes apartment buildings, condos, attached residential areas, as well as planned developments and senior housing facilities such as Heritage Assisted Living. In addition, the Place Type includes areas dominated by multi-unit and high density residential development, but also may include other non-residential uses. It should be noted that a small amount of multi-family buildings may be appropriate in other residential place types, or as a component of mixed-use buildings within the Downtown Place Type.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Multi-Unit Residential Place Type include:

- Multi-unit structures diversify the City's housing stock, providing a variety of housing options to appeal to a wide range of individuals.
- Single-family attached dwellings, such as townhomes, provide higher density housing options than detached homes, but provide private living space with more independence than multi-unit structures.
- Senior centers and assisted living facilities help aging citizens continue to live independently or semi-independently with quick and easy access to professional care.
- Accessory structures, such as club or pool houses create gathering places for socialization and recreation
- Small amounts of commercial businesses and professional/medical offices provide convenient access to goods, services, healthcare and employment.

### URBAN FORM

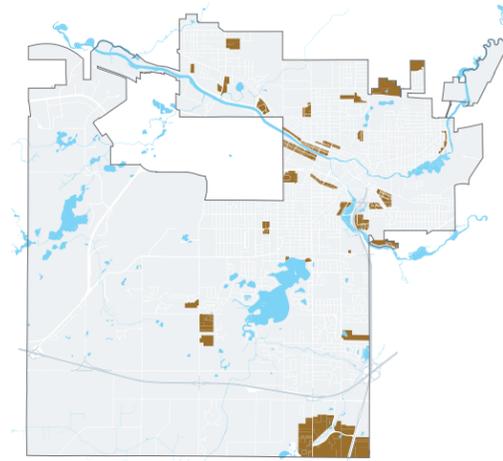
Key attributes of the urban form within the Multi-Unit Residential Place Type include:

- Multi-story structures with building orientation dependent on site design.
- Attached single-family units have consistent setbacks.
- Standalone or clusters of multi-unit residential structures with varied front, rear, and side yard setbacks.
- Structured, covered and uncovered parking areas.
- Landscaping, pedestrian connections, and other amenities are included as part of site design.
- Within the Multi-Unit Residential Area northwest of Downtown, mixed-use buildings include first floor commercial or office spaces with residential units on the upper floors.

### CONNECTIVITY

Key attributes of connectivity within the Multi-Unit Residential Place Type include:

- Sidewalks are well maintained and provide connecting routes to adjacent neighborhoods and commercial areas to support walkability.
- Sites designed to provide private sidewalks and pathways to support pedestrian access.
- Automobile access is provided by private entrances and roadways which serve all residents of individual properties.
- Parking is provided on site by surface lots, covered parking canopies, garages, and parking structures, including parking areas assigned per unit.



## NEIGHBORHOOD COMMERCIAL

The Neighborhood Commercial Place Type is typically located adjacent to, or embedded within, existing residential neighborhoods. The Place Type acts as a neighborhood shopping district, supporting nearby residents with day-to-day goods and services within a short walk or convenient drive of their homes. They also serve as hubs of activity and socialization at the neighborhood-level. Compared to other commercial place types, Neighborhood Commercial is the lowest in intensity and scale. Businesses catering to a more city-wide or regional market, drawing visitors from all over and generating non-local traffic, are better located in other appropriate commercial place types.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Neighborhood Commercial Place Type include:

- Convenience retail and small service stations offer quick access to goods and services.
- Restaurants, cafes, and bars provide a comfortable setting to eat and socialize.
- Day-to-day retail and service businesses, such as dry cleaners, salons, banks, and bodegas support daily tasks by offering quick services.
- Professional and medical offices, such as branch banks, pharmacies, dentist's offices, or accounting firms provide more specialized services.
- High-density multi-family apartments adjacent to commercial buildings.
- Lower-story mixed-use buildings with ground floor commercial and residential above provides not only businesses to the neighborhood but also people to frequent those businesses.

### URBAN FORM

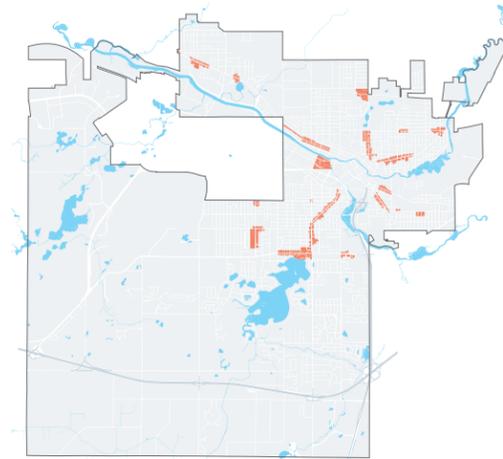
Key attributes of the urban form within the Neighborhood Commercial Place Type include:

- Single and lower multi-story structures oriented toward the street.
- Commercial uses are screened from neighboring residential neighborhoods.
- Setbacks varying by use and location, with minimal or nonexistent setbacks and side yards creating a consistent streetwall and walkable aesthetic in some areas.
- Parking located on-street or in screened off-street lots, ideally situated behind buildings.
- Single family detached structures on busy streets have been adaptively reused for commercial and low-intensity office uses.
- Some areas have been branded and/or function as social focal points for neighborhoods such as Old Lakeview or Urbandale.
- Mixed-use buildings include residential units on the upper floors, with businesses on ground floors.

### CONNECTIVITY

Key attributes of connectivity within the Neighborhood Commercial Place Type include:

- Intersections and key locations along neighborhood corridors provide safe crossing points for pedestrians, including marked crosswalks, timed counters, pedestrian refuge islands where appropriate, and other elements.
- Intersections in directly adjacent residential areas also support walkability with marked crosswalks and signage.
- Streetscaping, sidewalks, benches, trash receptacles, and other public amenities encourage walkability and foster social interaction at the neighborhood level.
- Sidewalks are well maintained and provide connecting routes to adjacent neighborhoods to support walkability.
- Where possible, walking paths, trails, and other designated routes offer additional access to local businesses.
- Bicycle parking and other improvements support bikability and active transportation to Neighborhood Commercial areas.



## CORRIDOR COMMERCIAL

The Corridor Commercial Place Type is located along high traffic, arterial roadways which act as primary routes through the community, such as Columbia Avenue. The Place Type acts as a primary shopping district for Battle Creek that offers a mix of day-to-day necessities as well as specialized goods and services. The position and orientation of these areas allow them to conveniently serve multiple residential neighborhoods and area also easily accessible for the entire Battle Creek community. Corridor Commercial allows the greatest flexibility with regards to intensity and scale of development, supporting both smaller, local businesses as well as major national retailers and chain restaurants.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Corridor Commercial Place Type include:

- Restaurants, cafes, and bars, including franchise and drive-thru restaurants, offer various food options.
- Day-to-day retail and service businesses, such as grocery stores, salons, convenience stores, and dry cleaners provide basic goods and services.
- Specialized retail and service businesses, such as hardware, office, or appliance stores support individuals and businesses with specialized goods and services.
- National retailers and big-box stores provide access to a large variety of products in a single location.
- Professional and medical offices, such as branch banks, pharmacies, dentist's offices, or accounting firms provide more specialized services.
- Entertainment uses such as movie theaters and bowling alleys provide entertainment and amusement.
- Auto-oriented uses such as dealerships, gas stations and auto-repair shops support daily and periodic vehicle service, as well as car sales that can attract customers from nearby communities.

### URBAN FORM

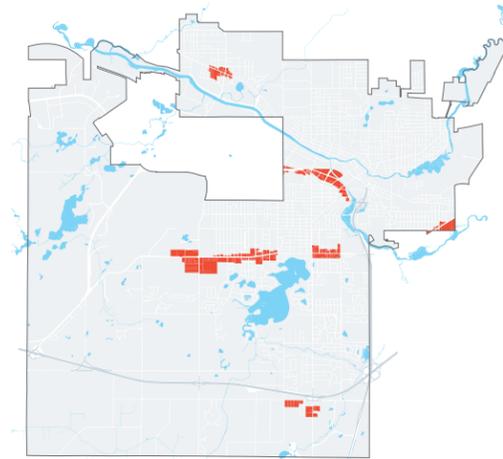
Key attributes of the urban form within the Corridor Commercial Place Type include:

- 1-2 story structures oriented toward the street.
- Businesses are located in standalone, dedicated structures or connected commercial retail spaces.
- Building setbacks allow room for on-site parking and automobile access from the street.
- On-site parking lots include screening, landscaped areas, pedestrian pathways, and other elements to break up extensive pavement and reduce views of parking areas.
- Blank or empty façades are improved with architectural details and elements that create visual interest.
- Properties feature dedicated landscaping, signage, and other placemaking elements that improve the appearance and establish an identity for these commercial areas.
- Corridor Commercial uses are screened from adjacent residential neighborhoods. On blocks where commercial uses have encroached on residential homes, incompatible uses have been relocated to reduce conflicts.

### CONNECTIVITY

Key attributes of connectivity within the Corridor Commercial Place Type include:

- Ingress and egress from parking lots is carefully managed to reduce conflict points.
- Cross access between adjacent parking lots provides greater circulation and traffic flow while allowing removal of unnecessary curb cuts along major roadways.
- Sidewalks are well maintained and provide connecting routes to adjacent neighborhoods to support walkability. Where possible, walking paths, trails, and other designated routes offer additional access.
- Existing public transit is integrated within the site design of commercial developments, including shelters, signage, benches, and route information. Further, transit is supported by designated pedestrian routes between adjacent businesses and shopping areas.
- Bicycle parking and other improvements allow residents to bike to neighborhood commercial areas and connect these districts to designated routes within the community.



## REGIONAL COMMERCIAL

The Regional Commercial Place Type is located along or within close proximity to the busiest roadways in the community, which support a high volume of local and regional traffic. The Place Type includes major retailers, national chains, specialty retailers and service providers, and shopping centers that draw consumers from the entire community, the larger regional market, and to travelers moving through the community along I-94. They provide unique entertainment and shopping experiences, along with auto-oriented uses and amenities accessible to individuals traveling greater distances. Compared to other commercial place types, Regional Commercial is high in intensity and features the largest scale of development.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Regional Commercial Place Type include:

- National retailers and big-box stores provide access to a large variety of products in a single location.
- Restaurants, cafes, and bars, including franchise and drive-thru restaurants, offer various food options.
- Entertainment uses such as movie theaters and bowling alleys provide entertainment and amusement.
- Hotels, motels, and other hospitality uses provide overnight lodging and short-term housing.
- Auto-oriented uses such as gas stations and auto-repair shops support daily vehicle needs.
- Professional and medical campuses provide regional employment and health care.
- Mixed-use buildings with ground floor commercial and residential above, typically located on the edge of the place type near existing residential neighborhoods.
- Coordinate developments which contain a mix of separate or distinct uses.
- Higher density, multi-family residential where appropriately planned to match the character of the surrounding area.

### URBAN FORM

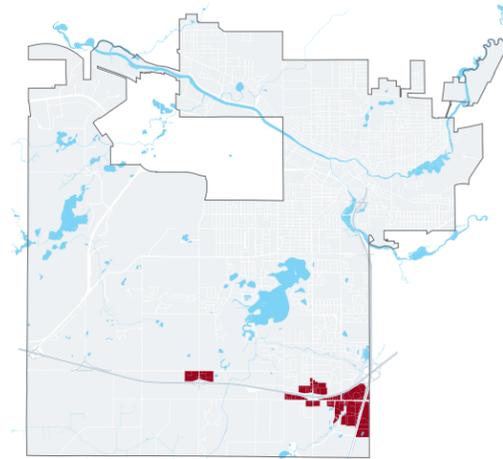
Key attributes of the urban form within the Regional Commercial Place Type include:

- Generally 1-2 story structures with public entrances oriented toward the street.
- Inviting storefronts, common entrances, and entries, with ample fenestration.
- Businesses are located in standalone, community centers, regional malls, power centers and lifestyle centers.
- Considerable building setbacks allow room for on-site parking and automobile access from collector and arterial streets.
- Parking is located off-street, in dedicated parking lots with perimeter screening, landscaped areas, pedestrian pathways, and other elements that break up extensive pavement and soften views of parking areas.
- Properties feature dedicated landscaping, signage, and other placemaking elements that improve the appearance and establish an identity for these commercial areas.
- Mixed-use buildings match the design and scale of the commercial structures that do not impede access to businesses.

### CONNECTIVITY

Key attributes of connectivity within the Regional Commercial Place Type include:

- Access from arterial and collector streets to businesses and parking lots is carefully managed to reduce conflict points and avoid interruptions with traffic flow.
- Cross access between adjacent parking lots provides greater circulation and traffic flow while allowing removal of unnecessary curb cuts along major roadways.
- Sidewalks are well maintained and provide connecting routes between commercial businesses and adjacent residential areas, as appropriate.
- Parking areas include sidewalks, designated routes, and other amenities to ensure pedestrian safety.
- Existing public transit is integrated within the site design of commercial development, including shelters, signage, benches, and route information. Further, transit is supported by designated pedestrian routes between adjacent businesses and shopping areas.



## DOWNTOWN

The Downtown Place Type is comprised of properties in Downtown Battle Creek which form the City's central district. The Place Type acts as a focal point of the community, which offers a variety of distinct uses within a lively activity center. Downtown is comprised of a mix of all other place types that coalesce together to create a unique place type itself. As the City's most diverse mixed-use area, Downtown balances numerous unique roles. This Place Type is the highest in intensity of development, with compact, high-density blocks and Battle Creek's tallest structures. The scale of development ranges greatly to support the various uses that contribute to making Downtown an energetic district in the community.

### LAND USE & ACTIVITY

Appropriate uses within the Downtown Commercial Place Type include:

- Restaurants, cafes, and bars provide a comfortable setting to eat and socialize.
- Commercial retail and service businesses, such as clothing stores, beauty salons, and book shops provide unique pedestrian oriented shopping.
- High-density residential apartments provide housing options in a more urban setting.
- Hotels and other hospitality uses provide overnight lodging and short-term housing.
- Corporate and medical offices employ hundreds of professionals in Downtown.
- Unique amenities, including performance and sports venues such as Kellogg Arena, provide entertainment and spaces for a variety of activities.
- Public buildings and government offices, such as City Hall or the Calhoun County Justice Center, provide governmental offices centrally located in the community.

### URBAN FORM

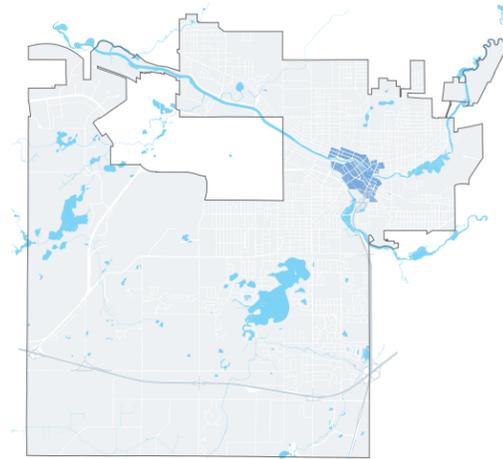
Key attributes of the urban form within the Downtown Commercial Place Type include:

- Tall buildings, with ground floors oriented toward the street.
- Minimal or nonexistent front and side yard setbacks work together to create a consistent streetwall of storefronts and businesses.
- Standalone structures feature careful site design which ensures they are physically and visually incorporated within the urban fabric of Downtown.
- Mixed-use buildings include residential units, offices, or commercial spaces on upper floors.
- Inviting storefronts, common entrances, and entries, with ample fenestration provided interest along the street and support walkability.
- Parking located on-street and in off-street lots and parking structures located behind building frontage. Surface parking lots are discouraged, however, when necessary they feature perimeter screening, landscaped areas, pedestrian pathways, and other elements that break up extensive pavement and soften views of parking areas.
- Buildings with historic attributes have been preserved and enhanced.
- Gateway and wayfinding signage, as well as other streetscaping improvements, utilize a specific Downtown brand to fosters a sense of place and identity.

### CONNECTIVITY

Key attributes of connectivity within the Downtown Commercial Place Type include:

- All intersections as well as key locations within Downtown provide safe crossing points for pedestrians, including marked crosswalks, timed counters, pedestrian refuge islands, and other elements. Intersections in directly adjacent residential areas also support walkability with marked crosswalks and signage.
- Parking areas connected to Downtown streets and storefronts through pathways, arcades.
- Streetscaping, sidewalks, public plazas, benches, and other public amenities encourage walkability and foster social interaction at the neighborhood level.
- Sidewalks are wider, well maintained, and provide connecting routes to adjacent neighborhoods to support walkability. Where possible, walking paths, trails, and other designated routes offer additional access.
- Bicycle parking and other improvements allow residents to bike to neighborhood commercial areas and connect these areas to designated routes within the community.



## PRODUCTION & EMPLOYMENT CENTER

The Production and Employment Place Type includes a variety of light and heavy industrial uses. The Place Type are Battle Creek's central employment centers which include major industrial operations and manufacturing. The scale and intensity of industrial uses varies greatly, including local, regional, and national operations. This Place Type includes the greatest intensity within Battle Creek and should be appropriately screened and buffered from adjacent incompatible uses. Careful management of land use and site design within these areas should support economic development while reducing impacts on the community aesthetic and quality of life within Battle Creek. The Production & Employment Place Type also includes W.K. Kellogg Airport and adjacent properties.

Several areas within the production and employment place type are located near local waterways or environmentally sensitive areas. To ensure these areas are maintained and preserved, future development should be designed with consideration for environmental features and to mitigate negative impacts. This is particularly important where heavy industrial uses are located along the Kalamazoo and Battle Creek Rivers. The development review process should be updated to include key criteria to further reduce potential impacts and protect environmentally sensitive areas of Battle Creek.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Production and Employment Center Place Type include:

- Light to heavy manufacturing mass production of specific types of goods.
- Warehouses, shipping, and logistics facilities provide for the storage, shipping, and coordination of materials and goods, including finished products from local manufacturing.
- Research and development, laboratories, and testing facilities.
- Home and corporate offices, including larger campuses.
- General offices, call centers, and storage facilities.

### URBAN FORM

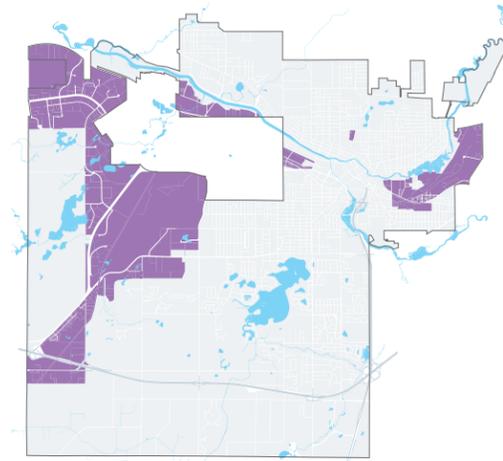
Key attributes of the urban form within the Production and Employment Center Place Type include:

- Low rise office buildings.
- Manufacturing buildings with varying height, dictated primarily by function and industrial operations
- Orientation of buildings supports industrial operations, with visitor and public entrances oriented toward the street.
- Dedicated and accessory structures located on collective campuses as well as standalone buildings on smaller properties.
- Structures and industrial operations, including loading docks and bays, are buffered or screened from less intense uses, particularly residential place types and public spaces.

### CONNECTIVITY

Key attributes of connectivity within the Production and Employment Center Place Type include:

- Automobile access is provided to individual properties, including infrastructure to support the shipping and receiving of goods and materials.
- Access to sites and parking areas are carefully managed to limit access, reduce non-local cut-through traffic, including designated truck routes to ensure shipping and receiving does not impact surrounding uses.
- Parking is provided on-site, primarily in surface lots.
- Pedestrian connections are supported by on-site sidewalks and amenities included as part of site design. Where appropriate, sidewalks are well maintained to provide connections to adjacent residential and commercial areas.
- Existing public transit is integrated within the site design of employment centers, including shelters, signage, benches, and route information. Further, transit is supported by designated pedestrian routes between employment and other areas.



## COMMUNITY OPEN SPACE & RECREATION

The Community Open Space & Recreation Place Type is located throughout the community, in areas with abundant open space, serving as key destinations which provide residents with access to recreational opportunities. This also includes open spaces and areas set aside for preservation located outside Battle Creek's urbanized area. The Place Type includes land dedicated to protection of natural areas and properties maintained to support recreation. These areas provide residents with opportunities to spend time being active in the outdoors. Larger parks and open space areas are included within this Place Type; however, smaller parks within residential and commercial areas are often included as part of those place types. This ensures that parks can be addressed and integrated within the fabric of adjacent areas.

### LAND USE & ACTIVITY

Appropriate attributes of land use within the Community Open Space & Recreation Place Type include:

- Parks and recreational areas improve social wellbeing and public health as open areas for interaction and recreation.
- Sports areas are open spaces designated specifically for sports of various types such as football fields, baseball diamonds, and tennis courts, some facilities lighted to extend facility use.
- Natural areas, forest preserves, and areas set aside for conservation provide opportunities for immersive interaction with nature while maintaining the environmental integrity of land.

### URBAN FORM

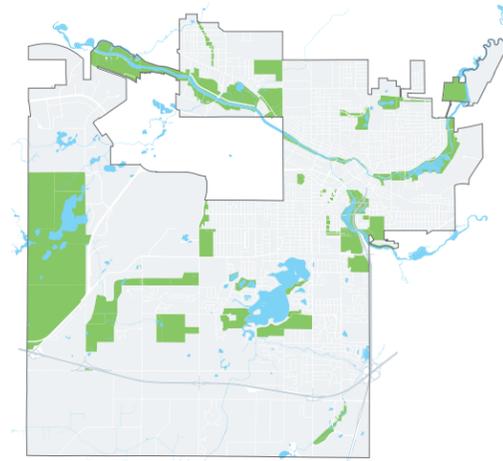
Key attributes of connectivity within the Community Open Space & Recreation Place Type include:

- Open space includes Natural areas, gardens, recreational fields, and stands of trees.
- Accessory structures such as picnic shelters, concession stands, and restroom facilities support recreation.

### CONNECTIVITY

Key attributes of connectivity within the Community Open Space & Recreation Place Type include:

- Smaller park spaces are supported by pedestrian and bicycle access from adjacent residential areas. Automobile access may include on-street parking or small, dedicated parking lots.
- Larger parks spaces are supported primarily by automobile access in dedicated parking spaces. Pedestrian and bicycle access may be provided by the local sidewalk network or through dedicated trails and pathways.
- Natural and open spaces may include automobile and pedestrian access or be restricted for conservation purposes.





## COMMUNITY SERVICES DESIGNATION

The Community Services land use designation includes a variety of properties and development which provide amenities and services to residents, support City infrastructure, and improve the overall quality of life within Battle Creek. Unlike the 11 land use place types, community services are included as a designation of land use on a specific parcel-by-parcel basis.

Properties are included within this designation either because they do not contribute to the overall character of the surrounding district, or because they are part of a larger campus which is enclosed or separated from adjacent areas. This can include City utilities; medical campuses and clinics; local, state, and federal government buildings; and schools or universities located on distinct campuses. It should be noted that not all community service uses are included within the designation. Where appropriate, these land uses are included within a specific land use place types given that they are either currently integrated or have potential to be incorporated within the surrounding place type.

Those areas included within the community services designation should be addressed individually to ensure the unique characteristics of the properties are properly managed. As opportunities arise, improvements should be made to better integrate community services within the surrounding area, such as pedestrian connections or public plazas and open spaces. Of the properties included within the community services designation, none are expected to see redevelopment or dramatic changes in land use. Should this occur, however, the City should work with property owners to transition land use in a manner that is appropriate with the surrounding land use place types and reflective of overall trends within the community.

## CHALLENGED NEIGHBORHOODS

Challenged Neighborhoods are residential areas of Battle Creek that contain or demonstrate early indicators for blight and disinvestment. Further, these areas are defined by certain conditions that will challenge their ability to attract new investment and revitalization in the future. Challenged Neighborhoods often include dilapidated homes and poor property maintenance which have resulted in demolition of homes and a decrease in residential density. Given the position of these areas within the community, as well as potential impacts related to blight and disinvestment, Challenged Neighborhoods should be the focus of dedicated efforts to improve conditions and mitigate issues, guided by the underlying Land Use Place Type.

## DEVELOPMENT OPPORTUNITY CENTER

Development Opportunity Centers (DOC) are unique areas of the City that are well positioned for large-scale, transformative development and reinvestment. These areas contain large vacant or available parcels including many parcels owned by either the City of Battle Creek or the Calhoun County Land Bank. They represent unique opportunities for large-scale redevelopment that can help reinvigorate surrounding areas and the City as a whole. The City should work with potential developers to seek creative development solutions that are responsive to the unique characteristics and needs of each DOC.

While the Land Use Plan identifies a place type for properties within the DOCs, the recommendation should be considered only a preferred option. Unlike other areas of the community, the priority for the DOC is redevelopment, and the City should remain flexible to all development proposals to maximize each opportunity while respecting surrounding properties. This approach will foster a higher level of creativity for redevelopment and maneuverability in attracting to these priority areas.





CHAPTER 6  
**COLUMBIA AVENUE SUBAREA**



## CORRIDOR PROFILE

The Columbia Avenue Corridor includes the Corridor of properties directly adjacent to Columbia Avenue between Interstate 194 on the east and the W.K. Kellogg Airport on the west. The Corridor is located centrally within the community, acting as a transition between traditional neighborhoods to the north and suburban neighborhoods to the south. Goguac Lake, the City's largest body of standing water and a key recreation destination, is located just south of the Corridor.

The Corridor is dominated by a variety of commercial uses which range in size and style of development. This variety includes retail and department stores, grocery stores, car dealerships, gas stations, restaurants, banks, movie theaters, and others, all located in standalone structures or multi-space commercial centers. Additional non-commercial developments are located along the Corridor including residential, educational, public/semi-public, open space, and a few vacant properties. This area is designated within the Corridor Commercial Land Use Place Type.

## ROLE OF THE CORRIDOR

The Corridor serves in a variety of roles for the Battle Creek community and surrounding region which have an impact on development along the Corridor. These roles represent the variety of activities that might bring residents to the Corridor on a regular basis. The way in which residents view, understand, and interact with an area are reliant on the various roles of that district. For example, a group of students walking from Lakeview Middle School to a fast-food restaurant will have a much different experience than an adult having auto-repair work complete or shopping at Family Fare Supermarket. Understanding the various role of the Columbia Avenue Corridor provides an essential foundation for recommendations to improve and reposition the district within Battle Creek.

## TRANSPORTATION

Columbia Avenue's length and position within Battle Creek makes it a vital transportation Corridor. It is a key east-west route through Battle Creek, south of Downtown. Each day, more than 19,000 vehicles travel along the Corridor, with the busiest section between Capital Avenue and 20th Street averaging almost 30,000 trips a day, making Columbia Avenue one of the busiest roadways in Battle Creek. In addition, a state truck route runs along Columbia Avenue east from Helmer Road and north from Helmer Road toward Dickman Road.

## SHOPPING DISTRICT

The Corridor is dominated by commercial developments which provide a variety of shopping options and experiences. This ranges from standalone stores, shopping centers and strip malls, and larger big-box retailers which sell a multitude of products. Together, they support the community as one of Battle Creek's central shopping districts. The Corridor provides day-to-day shopping necessities, such as groceries, for adjacent neighborhoods and City residents as well as larger, big budget items, such as automobile, that attract consumers from across the region. Despite the volume of commercial uses, Columbia Avenue does not act as a pedestrian oriented or leisure shopping district. Consumers travel to the Corridor for specific goods and services but given its orientation to the automobile, does not provide the ability to browse and spend time perusing shopping options.

## SERVICE CENTER

The Corridor acts as a center for professional services related to health and beauty, printing, appliances, and in particular automobile care. Numerous automobile repair shops, gas stations, and car dealerships can be found along the Corridor. Many of these services require that individuals make multiple trips to the Corridor or spend time in the area while waiting for services to be complete.

## LEISURE & ENTERTAINMENT

The Corridor includes a handful of leisure and entertainment uses, including two movie theaters, a bowling alley, and Riverside Golf Club. These uses attract residents looking to spend leisure time, relax, and enjoy time with others.

## COMMUNITY GATHERING SPACE

While the Columbia Avenue Corridor does not include a large space for public gathering, it does support smaller scale gatherings and community interaction. Restaurants, bowling alleys, and similar venues provide locations for residents to meet and spend time together. Further, chance meetings between residents and visitors support socializing and foster a sense of community within the City.

## EDUCATIONAL

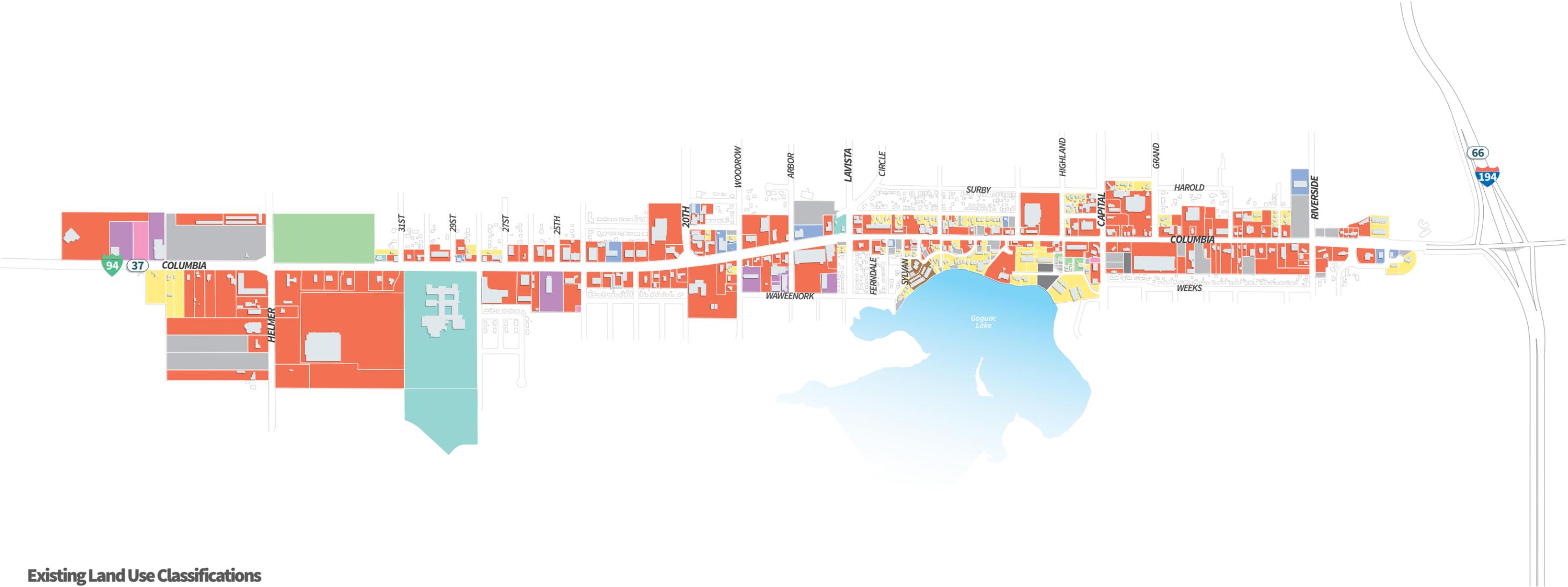
In addition, a few public buildings are found along or directly adjacent to the Corridor, including Lakeview Middle School, Lakeview High School, and Arbor Academy. These facilities bring students and parents to the area and support adjacent businesses.

## RESIDENTIAL

Some residential developments and properties are found along or directly adjacent to Columbia Avenue. This includes areas on the periphery of surrounding neighborhoods as well as some higher density developments along Goguac Lake.

While the City must be conscious of residences within the Corridor, in general residential uses should not front to the Corridor itself given incompatibility with other developments along the Corridor. In the long-term, residential uses within the Corridor should be transitioned to reduce conflicts with existing commercial uses and provide development sites that better support future investment. However, this should not include residential units as part of mixed-use developments within the central section of the corridor.

# EXISTING LAND USE



### Existing Land Use Classifications

- Single-Family Detached
- Single-Family Attached
- Multi-Family
- Commercial
- Mixed-Use
- Office
- Parking
- Light Industrial
- Open Space
- Public / Semi-Public
- Rail / Utility
- Vacant

# CORRIDOR FRAMEWORK PLAN

## WEST

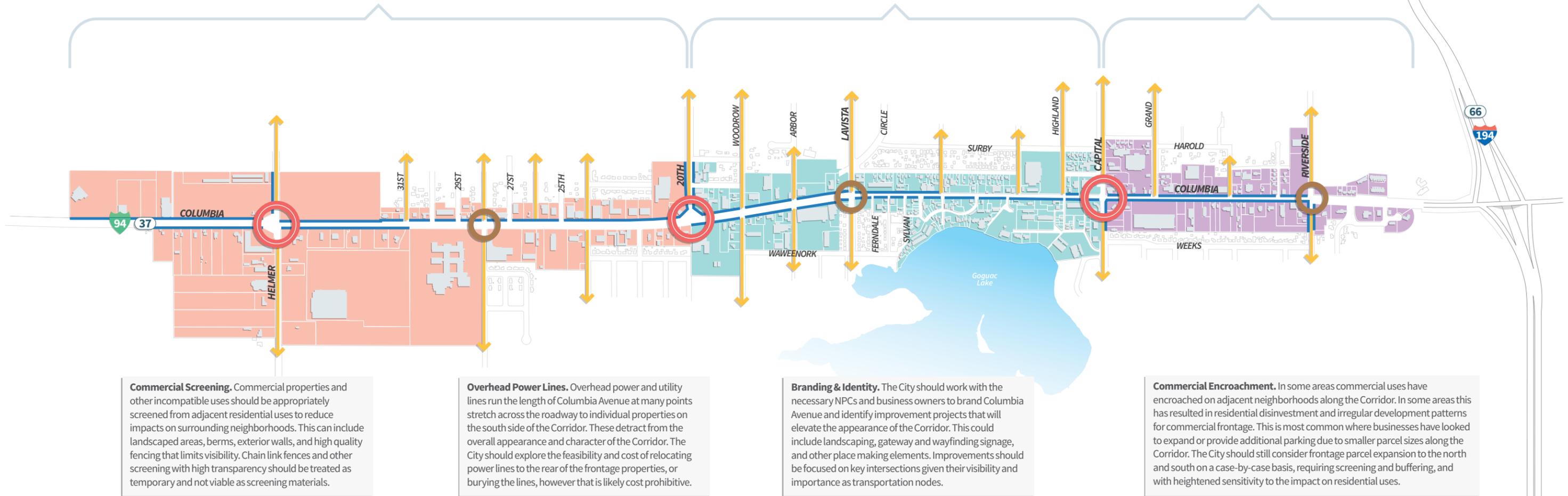
The western section of the Corridor is located on the periphery of Battle Creek's urbanized core and features both the largest and smallest development sites along Columbia Avenue. North of the Corridor smaller commercial spaces back to traditional neighborhood residential while south of the Corridor and west of Helmer Road, larger properties support commercial centers and national retailers. This area supports access to W.K. Kellogg Airport and I-94 via Helmer Road.

## CENTRAL

The central section of the Corridor is the busiest segment of Columbia Avenue. The size and style of development along this section is reflective of older commercial corridors, which are now challenged by lot depth that impacts the ability to accommodate contemporary commercial development. Redevelopment potential in this segment is affected by residential neighborhoods to the north and the topography of Goguac Lake to the south. With almost 30,000 vehicles per day, this section of Columbia Avenue is one of the most traveled roadway segments in Battle Creek, with higher traffic volumes than I-194.

## EAST

The eastern section acts as a gateway to the Corridor and the Battle Creek community. Commercial growth in this area has been affected by traditional neighborhoods to the north, suburban neighborhoods to the south, and both I-194 and the Riverside Golf Course to the east, resulting in a variety of development sizes and styles. This segment of the Corridor supports access to Downtown Battle Creek and the greater region via I-194.



## Legend

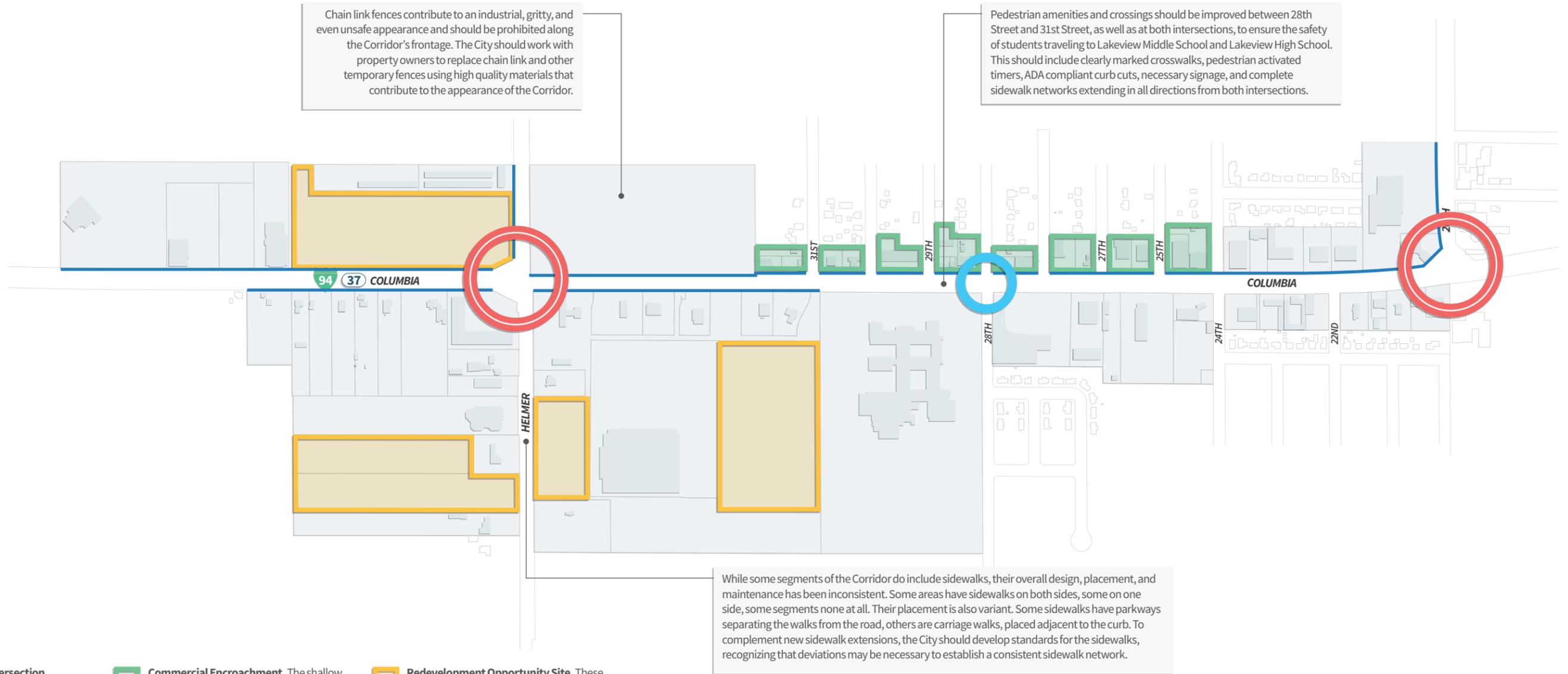
**Key Intersection.** These intersections are the central nodes of the Corridor which serve the highest amount of vehicles per day. Improvements should be made to better support pedestrian movement to and across the Corridor while maintaining automobile traffic efficiency. This should include clearly marked crosswalks with pedestrian activated counters, pedestrian refuge areas, ADA compliant curb cuts, and complete sidewalk networks. These improvements should be complimented by landscaping and beautification efforts that elevate the Corridor's identity capitalizing on high visibility which can influence visitor perceptions of the community.

**Secondary Intersection.** These intersections do not support the same level of traffic as key intersections, but should still support pedestrian movement to and across the Corridor given their location along Columbia Avenue and proximity to specific destinations. Improvements at these intersections should support pedestrian movement on a smaller scale, including clearly marked crosswalks, pedestrian activated counters, ADA compliant curb cuts, and complete sidewalk networks.

**Sidewalk Extension.** Sidewalks along the Corridor are inconsistent and in poor maintenance. Some areas lack sidewalks on one or both sides of the Corridor, and in many cases the public right-of-way has been incorporated into private parking areas. The City should work with local businesses and property owners to reclaim these areas, and acquire easements where necessary, with the goal of establishing a consistent sidewalk network. Providing consistent connectivity across and to the Corridor is within everyone's best interest and should be a priority of the City.

**Pedestrian Connection.** A complete sidewalk network should include pedestrian connections to adjacent neighborhoods and residential areas. The City should extend sidewalks to support walkability along the Corridor and ensure residents have easy access to everyday necessities. Where possible, walking paths, trails and other designated routes should be encouraged to offer additional access.

# FUNCTIONAL FRAMEWORK - WEST



## Legend

-  Key Intersection
-  Secondary Intersection
-  Sidewalk Extension

 **Commercial Encroachment.** The shallow depths of these lots has resulted in encroachment on adjacent neighborhoods along the corridor. The City should continue to allow commercial expansion in this area on a case-by-case basis, require screening, buffering, and with heightened sensitivity to the impact on residential areas.

 **Redevelopment Opportunity Site.** These vacant or underutilized sites represent key redevelopment opportunities where the City should promote development and redevelopment opportunities. New developments should be consistent with the desired attributes of the Corridor Commercial Place Type and contribute to the vitality and positive appearance of Columbia Avenue.

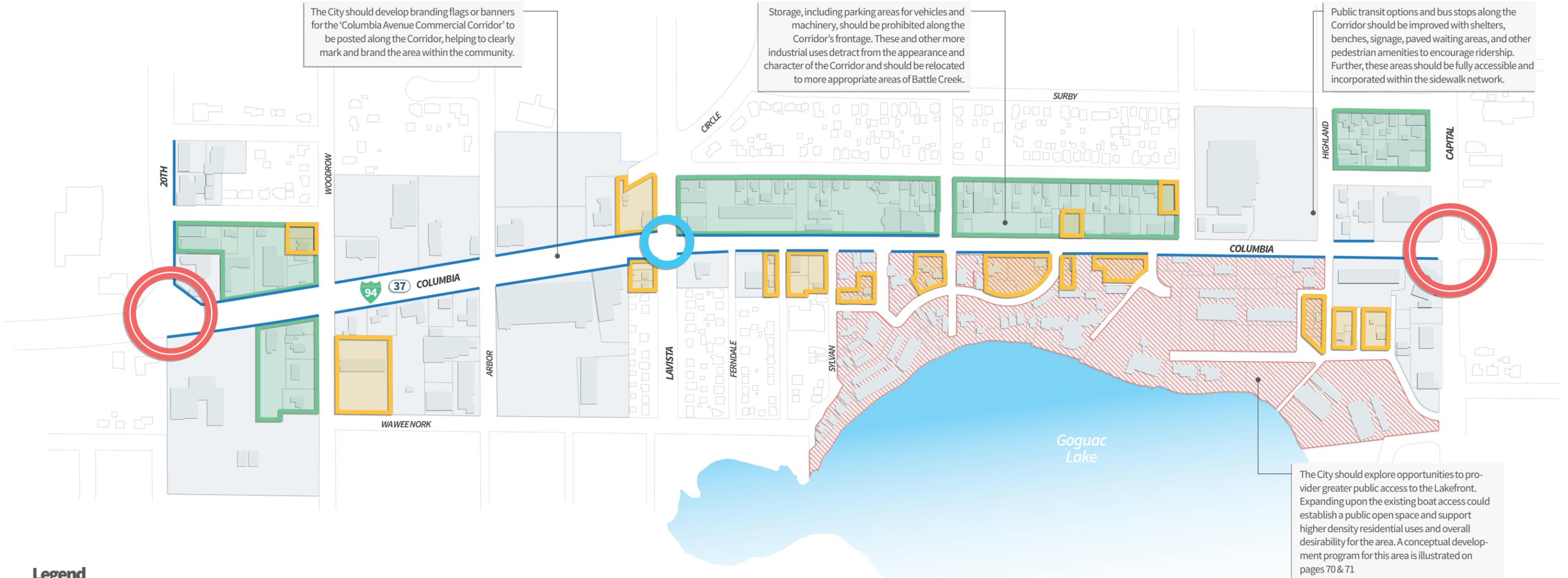
# FUNCTIONAL FRAMEWORK - CENTRAL

The City should develop branding flags or banners for the 'Columbia Avenue Commercial Corridor' to be posted along the Corridor, helping to clearly mark and brand the area within the community.

Storage, including parking areas for vehicles and machinery, should be prohibited along the Corridor's frontage. These and other more industrial uses detract from the appearance and character of the Corridor and should be relocated to more appropriate areas of Battle Creek.

Public transit options and bus stops along the Corridor should be improved with shelters, benches, signage, paved waiting areas, and other pedestrian amenities to encourage ridership. Further, these areas should be fully accessible and incorporated within the sidewalk network.

The City should explore opportunities to provide greater public access to the Lakefront. Expanding upon the existing boat access could establish a public open space and support higher density residential uses and overall desirability for the area. A conceptual development program for this area is illustrated on pages 70 & 71



## Legend

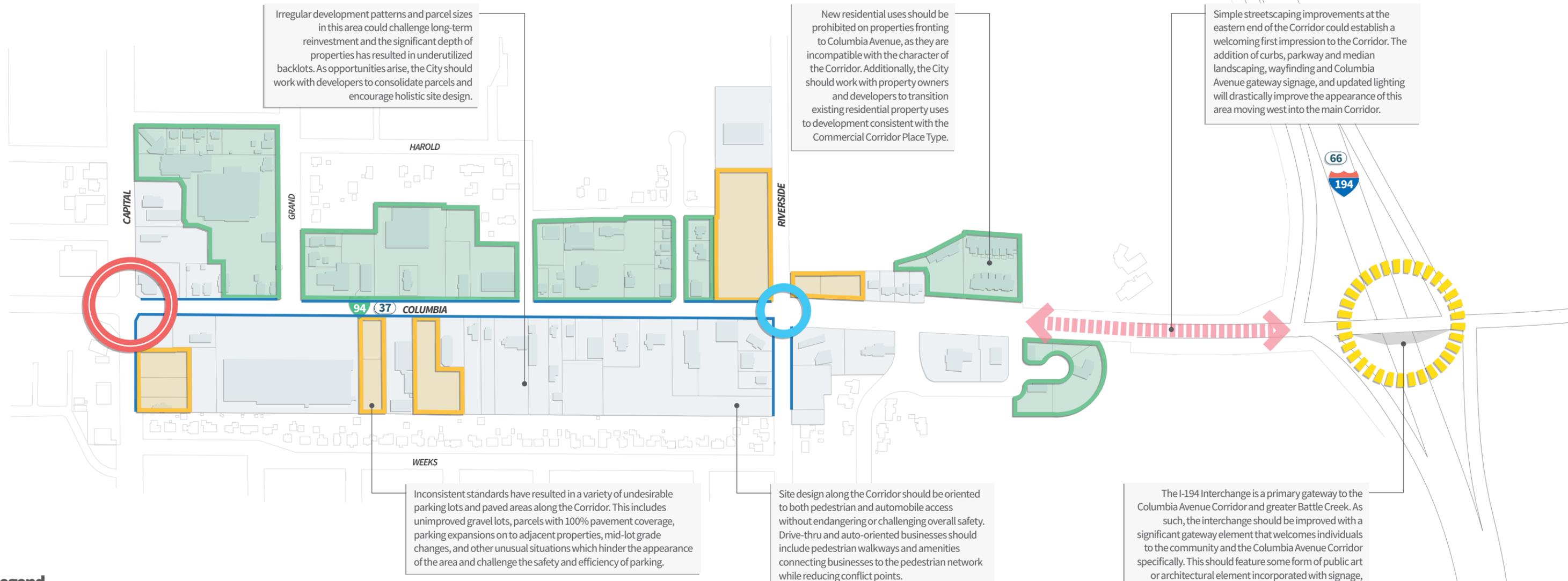
-  Key Intersection
-  Secondary Intersection
-  Sidewalk Extension

 **Commercial Encroachment.** Businesses in these areas have encroached on the neighborhoods which back to the Corridor. As businesses have expanded, some residences have been surrounded by commercial uses, parking, and paved areas. The City should continue to allow commercial expansion in this area on a case-by-case basis, requiring screening and buffering, and with heightened sensitivity to the impact on residential uses.

 **Redevelopment Opportunity Site.** These vacant or underutilized sites represent key redevelopment opportunities where the City should promote development and redevelopment opportunities. New developments should be consistent with the desired attributes of the Corridor Commercial Place Type and contribute to the vitality and positive appearance of Columbia Avenue.

 **Lakefront Development.** The lakefront area features a mix of commercial businesses and residential uses. The curve of Lake Gogua and general topography has also resulted in irregular parcel shapes and considerable grade changes. The City should seek to reestablish commercial frontage along the Corridor while supporting multi-unit residential fronting to the lake, creating a mixed-use district. Parcel consolidation and realignment of roadways such as Wa Wee Nork Drive may help encourage redevelopment and support viable

# FUNCTIONAL FRAMEWORK - EAST



- Legend**
- Key Intersection
  - Secondary Intersection
  - Interchange Improvement
  - Sidewalk Extension
  - Streetscape Improvement

**Commercial Encroachment.** Businesses in these areas have encroached on the neighborhoods which back to the Corridor. As businesses have expanded, some residences have been surrounded by commercial uses, parking, and paved areas. The City should continue to allow commercial expansion in this area on a case-by-case basis, requiring screening and buffering, and with heightened sensitivity to the impact on residential uses.

**Redevelopment Opportunity Site.** These vacant or underutilized sites represent key redevelopment opportunities where the City should promote development and redevelopment opportunities. New developments should be consistent with the desired attributes of the Corridor Commercial Place Type and contribute to the vitality and positive appearance of Columbia Avenue.



1. Primary access to commercial businesses along Columbia Avenue should be provided from side streets wherever possible.
2. Parcel consolidation expanding into adjacent residential areas can accommodate larger development or provide space for additional on-site parking.
3. Some commercial parcels extend relatively far into adjacent residential areas. In these cases, the City should discourage commercial development in favor of residential investment or consider using this area for small parks or open space.
4. Where automobile access is provided from Columbia Avenue, the City should require right-in/right-out configurations that do not allow drivers to take a left across the roadway.
5. Where appropriate, the City should promote parcel consolidation to create large, market viable properties that have frontage to Columbia Avenue running the full length of the block.
6. Larger redevelopment sites along Columbia Avenue could accommodate a modern convenience store with a drive-thru

# REDEVELOPMENT CONCEPT

7. Sidewalk extensions along the corridor should help create a complete sidewalk network which supports walkability and pedestrian access.
8. The existing boat launch should support increased water-based recreation as access to the waterfront is increased.
9. An expanded parking area for the boat launch should allow greater waterfront access and can accommodate boat trailers.
10. Mixed-use developments can provide waterfront dining and entertainment opportunities as well as housing.
11. Larger, multi-story professional offices could increase job opportunities along the Corridor and create a day-time population.
12. A public beach could provide waterfront recreation that is readily accessible to the Battle Creek community, allowing greater public access to Lake Goguac.
13. Commercial development should be consistent with recommendations from the Corridor Commercial Place Type.
14. A rear access roadway would improve circulation and help minimize congestion created by drivers turning off of and onto Columbia Avenue.
15. Multi-family developments provide higher density residential that capitalizes on access and views of the Lake Goguac waterfront.
16. A waterfront plaza could provide public space to support community gathering, social interactions, and pedestrian activity within the area.
17. Existing boat slips and docks should be incorporated within redevelopment to continue providing recreation opportunities for Battle Creek residents.
18. A new roadway connecting Columbia Avenue to the waterfront would allow greater access to Lake Goguac and potential public areas along the waterfront. In addition, investment along the roadway could provide a higher density pedestrian area that utilizes the lake as a picturesque terminal vista.

The intersection of Capital Avenue and Columbia Avenue, two of Battle Creek's highest traffic corridors, is one of the busiest intersections in the City. Surrounded by many of Battle Creek's core neighborhoods and adjacent to Lake Goguac, a key community asset, this area could be an important node and pedestrian friendly neighborhood center. However, existing development is largely auto-oriented and access to the waterfront is disrupted by private development. The following visualization was developed to build upon and extend the recommendations of the Battle Creek Master Plan to this key area of the City. This includes direction regarding several underutilized and vacant parcels in the area, roadway alignments and right-of-way improvements to enhance connectivity and walkability, and potential investment to help activate the area and allow greater public access to Lake Goguac.







CHAPTER 7  
**GREEN INFRASTRUCTURE PLAN**



**G**reen Infrastructure (GI) is an approach to infrastructure design, with an emphasis on stormwater management, that attempts to mimic the natural hydrological cycle within a built and altered environment. Conventional methods, or grey infrastructure, utilize piped drainage systems that aim to quickly move the water away from the built environment. In contrast, GI aims to reduce the travel time, volume, and pollutant load of the water by treating the water at its source.

The City of Battle Creek is committed to incorporating Green Infrastructure (GI) practices and methodology city-wide to support sustainability priorities and plan for the community's future. GI approaches can be scaled down to the residential level or sized up to the municipal level with a network of integrated systems throughout the city.

## GREEN INFRASTRUCTURE STRATEGIES

Establishing a comprehensive GI system will require that the City match dedicated projects with an effort to integrate GI concepts as a fundamental component of planning, development, and reinvestment. When appropriately designed, engineered, and managed, GI, in concert with existing grey infrastructure, provides a wide range of ecosystem services, including:

- Reducing the volume of stormwater discharge and flooding events
- Preventing pollution
- Recharging groundwater
- Reducing potable water demand
- Reducing maintenance costs
- Reducing energy needs

- Improving water quality in downstream aquatic resources including the Kalamazoo and Battle Creek Rivers
- Improving aesthetics
- Improving urban ecology and biodiversity
- Increasing recreational opportunities
- Improving air quality
- Increasing property values
- Improving human health
- Providing climate change resiliency

Recently, the City of Battle Creek has increased efforts to bring GI and sustainability to the forefront of local policies and practices. To further build on this momentum, the City should adopt and implement the following Green Infrastructure strategies:

## BUILD UPON EXISTING SUSTAINABLE POLICY

In 2007, the Battle Creek City Commission established the Environmental Policy Study Committee, charged with the purpose of increasing the City's efforts to incorporate environmentally responsible policy. In 2013, the group changed their name to the Sustainable BC Committee, which continues to make recommendations and act as a sustainable policy resource for the City Commission. The purpose of the group is "to increase the City's efforts to incorporate environmentally responsible, cost effective policy in the planning, administration, and economic development of its built infrastructure and natural resources." Drawing upon the knowledge of this committee will help enact sound policy at the municipal level that can guide developers, homeowners, and business owners alike. Without policy in place to enforce and regulate GI strategies, scalable impact is hindered.

As a first step, the City should incorporate GI into municipal projects. Upcoming, currently scheduled, and even on-going maintenance or road projects should be examined for GI opportunities. This will help familiarize staff with central GI strategies and encourage staff to identify additional opportunities. Further, the City should require that all local road projects allocate a minimum amount of the total project cost to GI elements or include GI requirements in competitive bid packages for portions of projects.

Often, municipalities find that local codes, design standards, or planning documents pose barriers to implementing GI projects. The City should review existing planning documents, zoning codes, and development regulations to remove barriers and adopt retrofit standards, technical specifications, and design templates which support GI, particularly on public property.

Refining the Code of Ordinances and other development regulations will help expand GI policy into the community and private development. Currently, the Battle Creek Code of Ordinances defaults to the Battle Creek Area Clean Waters Partner Technical Reference Manual for pollution prevention requirements. Requiring sustainable design practices be incorporated into all new development will help to align future development with the goals of the City. Defining these requirements directly within the Code of Ordinances will make it easy to follow, ensure cooperation from developers during site plan review, and set a precedent for future low impact development.

In addition, maintenance plans are crucial for successful GI. Many GI technologies require routine maintenance to continue to provide peak benefits. Requiring city approval of maintenance plans during the site approval process will prevent problems down the road and pave the way for long-term operations. Routine maintenance on vegetated GI is similar to general landscape maintenance and regular inspections will quickly indicate if the practices are not functioning as intended.



## DEVELOP AND IMPLEMENT A GREEN INFRASTRUCTURE MASTER PLAN INCLUDING LONG-TERM MAINTENANCE STRATEGIES

To further support sustainable policy, the city should develop a dedicated Green Infrastructure Master Plan which specifically aligns Green Infrastructure goals across the community. The plan should look into the future and define where the City wants to be in 5 years, 10 years, and 20 years. Paralleling this document with transportation plans and capital improvement plans will help set goals that are financially sound and attainable.

The plan should outline sustainability indicators and define when progress will be measured. Regularly evaluating progress towards defined GI goals will help achieve them in an incremental fashion while providing tangible results to both evaluate and promote success.

The City should consider the following prior to development of a Green Infrastructure Master Plan:

- Retrofitting GI features is most efficient and cost-effective when it occurs in conjunction with other needed maintenance and upgrades.
- Choose site and design practices that make existing maintenance easier.
- Always mandate the selection of native or locally adapted plants that have deep root systems that filter debris and pollutants and require less maintenance.
- Consider driver and pedestrian sight lines when choosing plants.
- Use wheel stops or curb cuts to allow drainage, but prevent cars from driving over bioretention areas.
- Maintain positive drainage to slope towards infiltration features.
- Design to manage appropriate water flow volumes.
- Keep in mind the impacts that salt may have on plant and material choices.
- Incorporate signage to educate the public and explain how stormwater practices in place work.

## NURTURE EXISTING PARTNERSHIPS WITH ALLIED AGENCIES, ORGANIZATIONS & ADJACENT MUNICIPALITIES

The Kalamazoo River is a vital regional watershed which, along with the Battle Creek River Watershed, has a large following of enthusiastic citizens dedicated to its protection and preservation. Both watersheds have formalized plans that are valuable resources for the City and offer prioritized goals and effective watershed management. Incorporating the goals and efforts of the management plan into zoning regulations will secure a relationship between water quality and quantity conservation and sustainable development and re-development.

Many local public, private, and not-for-profit organizations and foundations have programs and initiatives that support GI practices. Nurturing these local partnerships provides support, knowledge, and publicity. Many organizations and agencies have created documents outlining goals, milestones, and strategies that parallel the city's sustainable goals. Routinely bringing these stakeholders together with city staff and municipal parks and recreation department staff across jurisdictional boundaries will align priorities and timelines. Partner groups can provide volunteer resources, offer input into design and placement, and work collaboratively with municipalities to achieve shared goals.

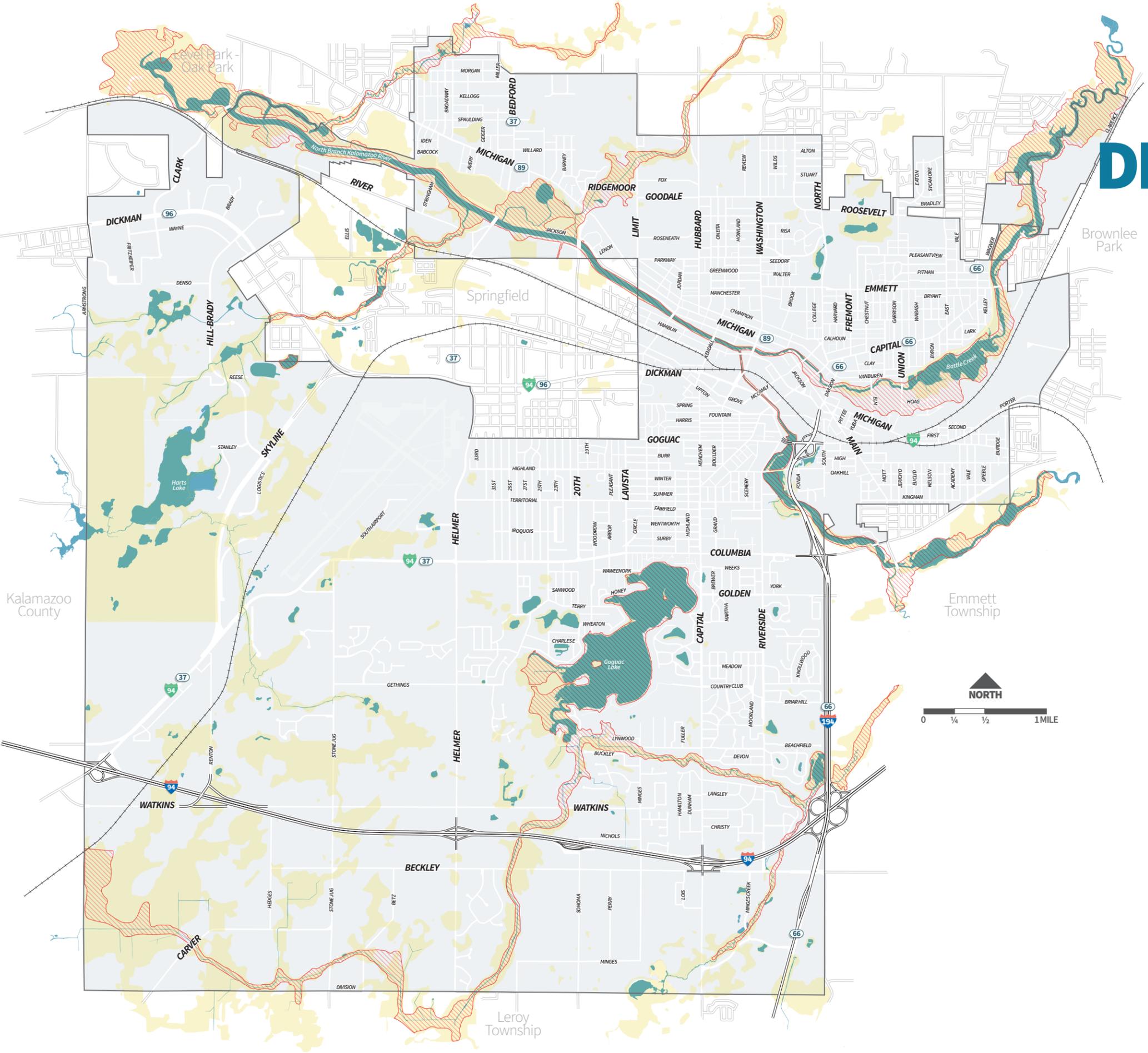
The City is a member of the Battle Creek Area Clean Waters Partners (BCACWP), a collaboration amongst the City of Battle Creek; City of Spingfield; Calhoun County Road Department; Calhoun County Water Resources Commissioner; townships of Bedford, Emmett, Leroy, Newton, and Pennfield; and Battle Creek Area Schools. The goal of the BCACWP is to provide cooperative planning and stewardship to protect surface water and groundwater in the Greater Battle Creek area. The group has published a Stormwater Management Technical Reference Manual that seeks to preserve predevelopment hydrological patterns by limiting stormwater volume and preserving water quality by minimizing pollutant loads.

Battle Creek has many industrial, manufacturing, and distribution facilities within city limits and in close proximity to natural resources. Establishing partnerships with these companies and including them in key stakeholder meetings and GI planning sessions will shed light on ways that GI can be incorporated in new sites and retrofitted in existing sites. Green roof systems, permeable parking spaces, bioretention, and underground detention are great ways that GI can be incorporated while maintaining necessary space and functionality for general operations. Corporate environmental responsibility is an avenue for giving back to the community. This strategy can be applied to government buildings, medical centers, and campuses within the City.

# NATURAL DISTRICT OVERLAY

An overlay district is a zoning district superimposed over underlying “base” zoning districts in order to protect a particular resource or guide development in a specific region. Overlay zones do not alter the underlying zoning, which still apply, but simply add additional requirements or standards to those properties. Overlay districts are a useful way to maintain natural spaces or guide low impact development in a particular corridor.

The City should consider a Natural Areas Overlay District which preserves and promotes GI within wetlands, floodplains, and recreational spaces and trails. This district will create greater physical continuity among natural spaces and recreational opportunities, while protecting important assets and encouraging sustainable development.



### Legend

- Water Resources
- Wetland / Woodland Riparian
- 100-Year Floodplain



Kalamazoo County

Brownlee Park

Emmett Township

Leroy Township

# GREEN INFRASTRUCTURE AREAS

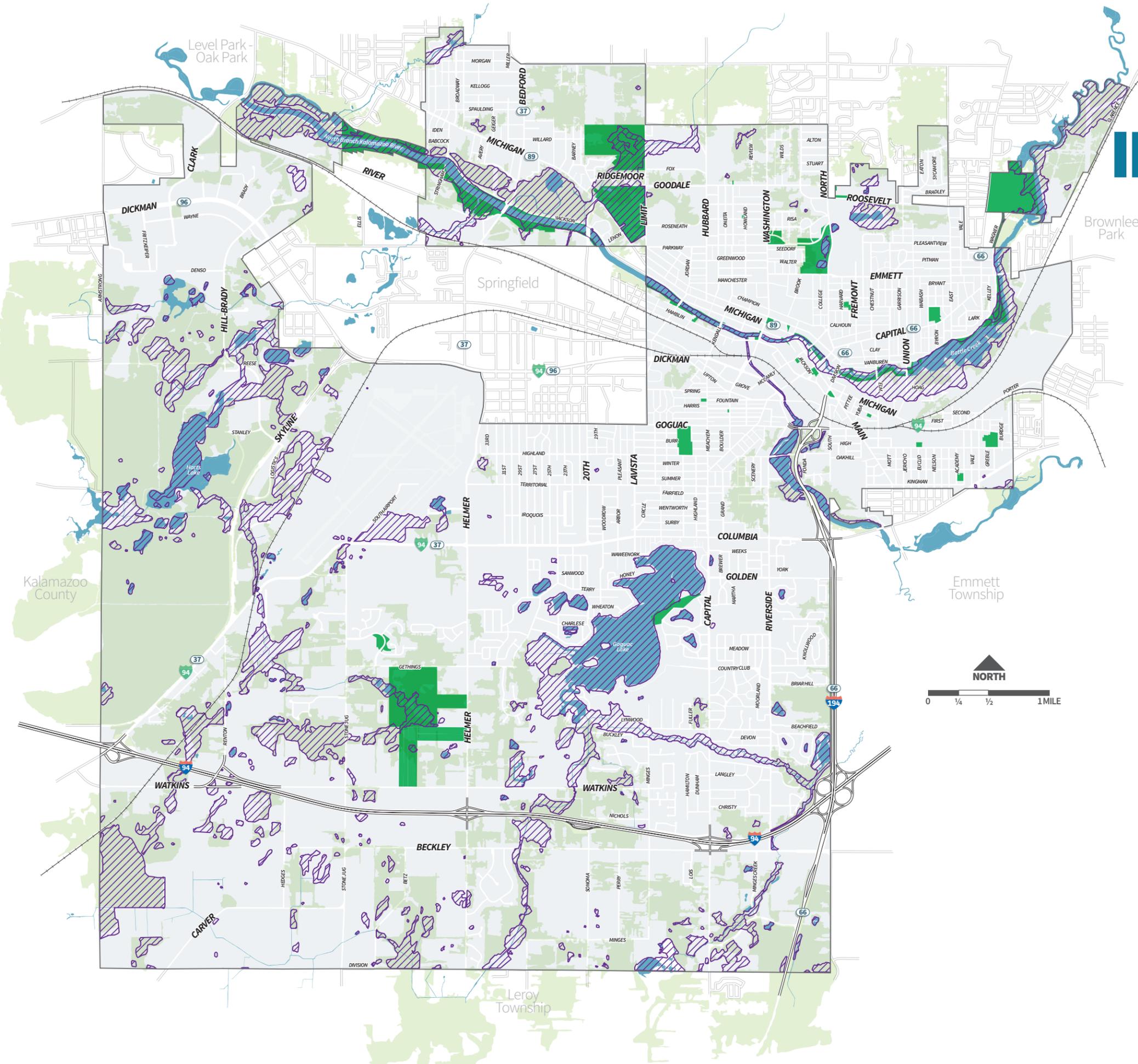
Implementing projects in public spaces can showcase the aesthetic appeal of GI and provide a visual demonstration of how they function. High traffic areas are ideal for GI projects because they exhibit the commitment to GI while allowing residents to experience the benefits first hand. The City should explore opportunities to complete such projects as a means of educating the community about GI practices and build support for future projects. This is best accomplished through short-term, easy-to-install projects with large public impact, low capital investment, and minimal maintenance needs. Examples of noteworthy high traffic areas to highlight GI practices include: city-owned facilities, right-of-way, parking facilities, parks, and downtown.

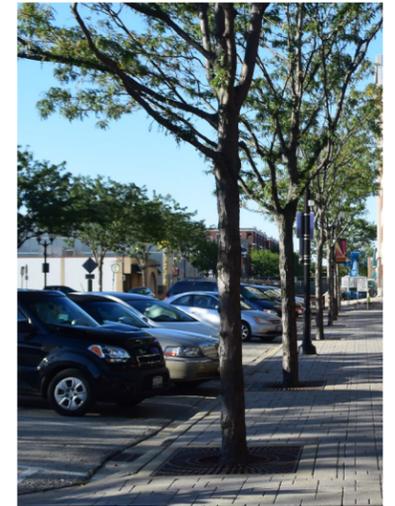
Recently, Battle Creek was awarded an environmental silver medal from Michigan Green Communities for their curbside recycling program. These kinds of recognitions are extremely helpful in furthering the support of future sustainable goals.

The accompanying map highlights areas that should be considered for GI. Integrating GI into existing trails and parks will improve connectivity, aesthetics, and preserve natural areas. These areas should be included and further defined within a Green Infrastructure Master Plan, with consideration for conservation and protection from traditional development.

## Legend

- Water Resources
- Parks / Recreation
- Open Space
- Tree Canopy
- Green Infrastructure





## ENCOURAGE STORMWATER INFRASTRUCTURE RETROFITS

Typically, new development is thought of as the ideal time to implement on-site stormwater management. However, numerous sites were developed throughout the City before stormwater management was required or modern criteria established. Retrofits include new installations or upgrades to existing infrastructure in developed areas with inadequate stormwater treatment. This can include the correction of prior design or performance deficiencies, flood mitigation, disconnecting impervious areas, improving recharge and infiltration performance, or addressing pollutants of concern. Public open spaces, vacant lots, existing streetscapes, alleys, and parking lots are practical retrofit locations. Routine maintenance is an ideal time to incorporate small retrofits throughout the City.

Some planning and research is required to determine feasible and appropriate locations and techniques for successful implementation. De-channelization of the riverbank is a huge undertaking, and will likely require hydrological modeling, but one that will have a large impact on stormwater management, pollutant loading, restoration of ecosystems, and a project aligned with all the previous goals.

Commercial corridors are ideal candidates for GI retrofits. These areas are often completely impermeable, having seen development transformation and growth ebb and flow throughout the years. Even small GI amenities and improvements can result in large paybacks by improving the aesthetic appeal of commercial corridors. Tree boxes, LED lighting, and rain gardens can all be retrofit within the right-of-way during annual maintenance or planned upgrades, and provide uniformity, beautification, energy and cost savings, and stormwater benefits.

## PROTECT EXISTING TREES

Trees are critical to a city's environmental quality and stability, as well as its overall quality of life. As such Battle Creek should seek to, at minimum, retain as many existing trees as possible. This is particularly critical for future developments in or near heavily wooded areas. The City should update development regulations to require that existing trees and other natural elements are surveyed, preserved, and incorporated within future development as appropriate, with a particular focus on larger properties and development. In addition, revisions to subdivision regulations should be made to require a tree survey for any future developments or substantial rehabilitation. This would help protect natural woodlands in the city.

## POTENTIAL FUNDING SOURCES

Lack of funding is consistently cited as a barrier to the implementation of GI; however, the multitude of benefits generated by GI allows them to compete for a variety of diverse funding sources. With the increase in support for GI, both state-wide and federally, many grant funding opportunities are prioritizing applicants with GI projects. The following is an overview of potential funding sources:

### CONGESTION MITIGATION & AIR QUALITY (CMAQ)

Funds for transportation projects or programs that will contribute to the attainment or maintenance of the National Ambient Air Quality Standards

### SAFE ROUTES TO SCHOOLS (SRTS)

Funding for projects that will substantially improve the ability of students to walk and bike to school

### CLEAN WATER STATE REVOLVING FUND (CWSRF)

Federal (EPA)-state partnership that provides low-cost financing for water quality infrastructure projects including GI

### MICHIGAN COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

Grants and loans offered by the Michigan Economic Development Corporation to redevelop downtowns, foster historic preservation, and promote environmentally and fiscally sustainable environments

### MICHIGAN TRANSPORTATION ALTERNATIVES PROGRAM

Funding for projects that increase and improve the transportation system including GI initiatives

## GREEN INFRASTRUCTURE TOOLBOX

Given the wide range of available GI strategies, it is critical to identify which approach is best for the site at hand and will yield the greatest impact. Below is a summary of some of the options that are relevant for growing the GI network within the City of Battle Creek. As GI is incorporated throughout public and private sites, the City can scale up in both size and complexity. Each tool is described in terms of the environmental and economic benefits it provides, how it functions, opportunities, and expected necessary maintenance to consider.

## TREE BOXES

### FUNCTION

A small biofiltration system that removes pollutants via filtration and adsorption. The tree box is comprised of an underground concrete storage chamber containing engineered soil media and native, non-invasive trees or shrubs. The filter media mixture immobilizes pollutants and treated water is allowed to infiltrate or enter an underdrain system.

### OPPORTUNITY

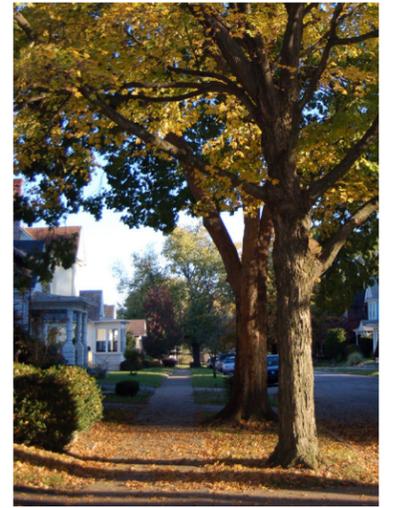
Install tree boxes in the right-of-way between the curb and sidewalk, in curb bump-outs, and medians.

### BENEFITS

Shade, pollutant removal, water uptake, enhance aesthetics, provide public education opportunities, and improve water quality.

### MAINTENANCE

Mulch replacement and debris removal.



Source: Tip Top Eaves

## PERMEABLE PAVERS

### FUNCTION

A variety of surfaces that permit water to pass through while trapping suspended solids and filtering pollutants.

### OPPORTUNITY

Incorporate into walkways and areas where vegetation might not thrive or be appropriate. Permeable pavers can distinguish bicycle lanes from motorized travel lanes and replace parking areas, alleyways, driveways, and sidewalks.

### BENEFITS

Reduce standing water and ice formation, reduce effective impervious area, provide public education opportunities, and improve water quality.

### MAINTENANCE

Vacuum sweeping to remove sediment.

## GREEN ROOFS

### FUNCTION

An extension of the existing roof which includes a waterproof membrane, root repellent system, drainage media, filter cloth, growing medium, and vegetation.

### OPPORTUNITY

Green roofs can be installed on any build structure within the community. Municipal buildings or schools will allow for use of the site for education.

### BENEFITS

Reduce stormwater runoff, improve aesthetics, provide educational opportunities, urban gardening opportunities, improve air quality, can reduce amount of energy needed to monitor temperature of the building, provide sound insulation, and provide habitat.

### MAINTENANCE

Plant trimming and pruning, hand weeding, and plant replacement.

### WHITE ROOFS

White roofs are another GI strategy that should be considered as a low maintenance roofing option. These decrease energy consumption and costs through the use of reflective and 'cooling' materials.

## BIORETENTION AREAS

### FUNCTION

Depressed vegetated areas that collect runoff from impervious surfaces, filter water through plant roots, and slowly infiltrate to subgrade or underdrain. This can include bioswales and rain gardens. Water enters bioretention areas via curb cuts or at grade.

### OPPORTUNITY

Remove existing impermeable surfaces to create a depressed, vegetated area able to receive and filter stormwater.

### BENEFITS

Infiltrate and filter runoff, provide wildlife habitat, improve parking lot drainage, reduce effective impervious area, improve aesthetics, provide public education opportunities, and improve water quality.

### MAINTENANCE

Debris and sediment removal, plant trimming and pruning, weeding, and soil maintenance.

## RAIN BARRELS/ CISTERNS

### FUNCTION

Usually a plastic barrel, at least 55 gallons, connected to downspouts, runoff pipes, and spigots to collect and store rainwater to be used for irrigation, car washing, and other grey water needs. The container should include a mesh screen to keep out debris and small animals. At a larger scale, cisterns can store rainwater and pump it out for reuse.

### OPPORTUNITY

Residents can install rain barrels at their homes, and the concept can be scaled up and applied throughout the City.

### BENEFITS

Provide public education opportunities, reduce runoff, and conserve potable water. If cisterns or rain barrels are never used, or allowed to overflow regularly, the benefits are almost none.

### MAINTENANCE

Screen replacement, debris removal, and pump servicing (if applicable).

## DOWNSPOUT DISCONNECTIONS

### FUNCTION

Redirect stormwater away from the grey infrastructure system and into lawns, rain gardens, and other landscaping.

### OPPORTUNITY

Downspout disconnections can be installed in residential homes and scaled up and applied to commercial businesses, industrial developments, and major employment centers throughout the City.

### BENEFITS

Reduce runoff and conserve water by placing it back into the natural watershed.

### MAINTENANCE

Periodic inspection to address clogs or leaks.

## GREEN STREETS & ALLEYS

### FUNCTION

Facilitate drainage through the use of permeable pavements (i.e. asphalt, concrete, or pavers), either throughout the full width of the roadway/alley or in a center trench. Native, deep-rooted plants are frequently incorporated into the site's design. The use of high-albedo pavement to reflect sunlight as well as the use of recycled materials (i.e. concrete aggregate, slag, recycled tire rubber) may also be incorporated into the design.

### OPPORTUNITY

Green streets and alleys can be implemented throughout cities and neighborhoods.

### BENEFITS

Alleviate pressure on stormwater system, reduce runoff, recharge groundwater, reflect sunlight to help reduce the urban heat island effect, conserve water, conserve energy, provide public education opportunities. Urban areas in particular benefit from Green streets and alleys to help reduce the amount of impermeable surfaces

### MAINTENANCE

Vacuum sweeping to remove sediment (if pavers are used) and plant care.

## URBAN TREE CANOPY

### FUNCTION

Reduces stormwater runoff through rainwater catchment and filters particulates from the air.

### OPPORTUNITY

Can be applied at the residential, organizational, or city-wide level.

### BENEFITS

Reduces runoff, improves air quality, beautifies the streetscape, and provides public education opportunities.

### MAINTENANCE

Occasional tree trimming.





CHAPTER 8  
**IMPLEMENTATION**

# ACTION PLAN

To realize the community’s vision for the future of Battle Creek, the City must take a proactive role in implementing the recommendations, strategies, and policies of the Battle Creek Master Plan. With the planning process complete, the City will enter into a longer process of facilitating change and growth over the next 15 to 20 years. This will require active cooperation of elected and appointed officials, City staff, public agencies, the local business community, property owners, developers, and residents. This chapter details implementation strategies the City should utilize to implement the central recommendations and policies of the plan. This establishes the “next step” by which the City can continue the process of community planning. The identified goals, objectives, and themes of the Master Plan should act as a guide for implementation and be regularly consulted to ensure future projects are inline with the community’s overarching vision for its future.

## DAILY USE

The Battle Creek Master Plan should be put to daily use, functioning as the City’s official policy guide with regards to land use, development, and community improvement. The Plan should be regularly consulted by City staff, the City Commission, and other boards and commissions to assist with review and evaluation of future projects, improvements, and development. In addition, service providers and partner organizations should utilize the Plan in establishing goals and guiding the development of new facilities, infrastructure, and programming.

To ensure daily usage and to further educate the community about the Plan, the City should:

- Make copies of the Plan document available online.
- Provide assistance to the public in explaining the Plan and its relationship to private and public development projects and other proposals, as appropriate.
- Assist the City Commission and various boards and commissions in the day-to-day administration, interpretation, and application of the Plan.

- Meet with key department heads and City officials to explain the purpose, importance, and benefits of the Master Plan.
- Maintain a list of current possible amendments, issues, or needs which may be the subject of change, addition, or deletion from the Plan.
- Coordinate with, and assist the City Commission in the Plan amendment process.

## REGULAR UPDATES

The Battle Creek Master Plan should not be understood as a static document, but rather part of a continuous planning process. As the community moves forward, the Plan should be updated on a regular basis to respond to changes in community desires and new issues as they arise. Proposals to amend the Master Plan can be introduced by petition at any time; however, the City should regularly undertake a systematic review of the plan. A review should be completed at least every two to three years, although an annual review is most desirable. The review process should coincide with the preparation of the annual budget and capital improvement program, so that recommendations and projects outlined in the plan can be considered as part of the upcoming commitments for that fiscal year. Routine analysis of the Plan will ensure the document remains relevant to community needs and aspirations.

## PARTNERSHIPS

The City of Battle Creek must assume a leadership role in taking action on the Master Plan; however, successful implementation will require dedicated partnership between the City, other public agencies, and the private sector. The City should maintain open lines of communication and look for opportunities to partner with a variety of community stakeholders. This will help to support implementation and foster a sense of stewardship for the Battle Creek Master Plan.

In particular, the City should maintain or seek partnerships with the following organizations:

- Other public agencies and organizations, such as MDOT and the Neighborhood Planning Councils;
- Local economic development and advocacy organizations such as Battle Creek Unlimited and BC/CAL/KAL Inland Port Development Corporation;
- Major employers and businesses with a vested interest in the Battle Creek Community, such as Kellogg, Post Foods, and DENSO Manufacturing;

- Builders and developers, who should be encouraged to undertake improvements and new construction that conform to the Plan and enhance the overall quality and character of the community;
- Property owners and businesses, who should be encouraged to improve or redevelop their property in accordance with the Plan; and,
- Unique community facilities and service providers, such as the W.K. Kellogg Airport, Bronson Battle Creek Hospital, and local school districts.

## CAPITAL IMPROVEMENT PROGRAM

Implementation of the Battle Creek Master Plan will require careful coordination of financial resources to allow for capital investment in an effective manner. This can be best accomplished by including the various recommendations and projects of the Plan within the City's Capital Improvement Program. This would allow the City to execute the most desirable public improvements while staying within budget realities. Significant recommendations, such as new buildings or major roadway projects, can span over multiple years due to various phases of design and construction. Inclusion within the Capital Improvement Program enables City staff and officials to plan for funding requirements and spread out costs to reduce the economic burden. As part of the City's Capital Improvement Program process, the Battle Creek Master Plan should be referenced to identify and include priority projects for implementation.



## PUBLIC COMMUNICATION

The planning process for the Battle Creek Master Plan has facilitated a significant amount of public engagement and communication, keeping residents involved and informed of the plan's development. Members of the Battle Creek community were able to stay involved through outreach events, a project website, interactive outreach tools, newsletters, and other traditional media. This is an important step in educating the community about the relevance of planning and the City's role in defining its future. Building on these efforts, the City should ensure that the Plan's major recommendations and overall "vision" are conveyed to the entire community. This should include regular updates, coverage of major milestones, and additional opportunities for residents to voice their opinion.

Further, the City should establish avenues by which community members can communicate with the City staff and receive information about local planning and development. This should include ways for resident questions and concerns to be heard and addressed in a timely manner. The City should work to provide accessible materials both online and in print that simplify and explain regular civic functions, such as informational materials that provide guidance on applying for zoning, building, subdivision, or other development related permits and approvals.

# POTENTIAL FUNDING SOURCES

The following is a list of potential funding sources that the City could pursue to fund implementation of the Battle Creek Master Plan. It is important to note that funding sources are subject to change over time. As such, the City should continue to research and monitor grants, funding agencies, and programs to identify deadlines, funding specifications, and new opportunities as they become available. These programs are organized by funding category, which include:

- General Economic Development
- Incentives
- Transportation & Infrastructure
- Parks, Trails & Open Spaces

## GENERAL ECONOMIC DEVELOPMENT

### NEIGHBORHOOD STABILIZATION PROGRAM

The Neighborhood Stabilization Program was established by Congress to stabilize communities that have suffered from foreclosures and abandonment. In Battle Creek, the Community Development Block Grant (CDBG) Program and the HOME Investment Partnerships Program are grantees of the Neighborhood Stabilization Program. The CDBG provides grants to states and localities for the establishment of suitable housing and living environments, and the expansion of economic opportunities for low- and moderate-income individuals. HOME provides grants to states and localities for constructing, purchasing, and rehabilitating affordable housing. In addition, HOME provides direct rental assistance to low-income individuals.

### COMMUNITY DEVELOPMENT BLOCK GRANTS

Community Development Block Grants (CDBG), originating from the U.S. Department of Housing and Urban Development, are administered by the Michigan Strategic Fund through the Michigan Economic Development Corporation (MEDC). They are used by municipalities to help private, for-profit businesses locate or expand in their community. Examples of funded projects include extending utility lines to an expanding company that will create new local jobs. They can also be used for critical infrastructure needs in low- and moderate-income communities.

CDBG require matching funds by either the benefiting business or the municipality. Each year, Michigan receives approximately \$30 million in federal CDBG funds, supporting projects throughout the state via several grant programs.

### COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS FUND (CDFI)

The CDFI Fund allocates New Market Tax Credits to Community Development Entities (CDEs) to attract private investment to low-income communities. The CDFI Fund is administered by the U.S. Department of Treasury. Investments made by CDEs may be for the purposes of residential, commercial, industrial, and retail real estate development projects.

### HARDEST HIT FUND PROGRAM

The Hardest Hit Fund Program was established through federal funding in 2010 to assist state with efforts to address widespread foreclosure and neighborhood stabilization following the 2007 housing crisis. Funds allocated to Michigan are administered by the Michigan Homeowner Assistance Nonprofit Housing Corporation (MHA) through two programs:

### BLIGHT ELIMINATION PROGRAM

The Blight Elimination Program provides communities with financial assistance to remove and improve areas that are designated as blighted. Eligible under this activity would be property acquisition, clearance/demolition, historic preservation, and building rehabilitation necessary to eliminate public health and safety hazards.

### STEP FORWARD MICHIGAN PROGRAM

The Step Forward Michigan Program provides assistance to enable homeowners to remain in their homes. The program offers interest free loans of up to \$30,000 to assist with mortgage, property taxes, and condominium association fees.

### DOWNTOWN INFRASTRUCTURE GRANTS

The Downtown Infrastructure Program, offered by the Michigan Economic Development Corporation, is available to improve infrastructure quality and reduce costs to make projects feasible. Only improvements related to new commercial or mixed use developments are eligible. Activities may include the demolition necessary to make other improvements, but all projects must be publicly-owned and maintained, unless the utility is privately-owned.

### FOUNDATION & SPECIALIZED GRANTS

The successful implementation of the Battle Creek Master Plan requires realization of projects that range in scale and scope. Foundation and other forms of specialized grants can help provide funding for projects that meet necessary specifications and represent the desired direction or vision of the backing organization. The City should continue to dedicate resources to monitoring and exploring foundation and specialized grants as a funding tool.

### STORMWATER UTILITY

In 2017, the City completed a study of stormwater infrastructure and funding as part of an ongoing stormwater project that will result in a stormwater management plan. The report found that much of the City's stormwater infrastructure is 30-50 years old and requires renovation and replacement. Funding for these projects; however, is limited and well below average when compared with other similarly sized communities. Current stormwater projects require diverting funds from other necessary infrastructure improvements like Battle Creek's roads.

As a solution, the report discussed the possibility of developing a stormwater utility fee to generate funding for necessary incremental improvements. This funding mechanism would support a green infrastructure policy and assist with implementation of many recommendations from the Green Infrastructure Plan (Chapter 7), and also help emphasize direction within the Master Plan to focus resources on improving and updating services within the City's urban core. As the project moves forward, the potential stormwater utility should be considered as a valuable funding resource.

## INCENTIVES

The following is a list of incentives and related programs which can be used to encourage investment from the private sector. While sharing the same goal as those funding sources previously identified, incentives provide a means to support projects that further the vision of the Master Plan in collaboration with businesses, investors, property owners, and other community stakeholders. The City should publicize and recommend incentive programs as appropriate and assist individuals in applying for funding.

## FAÇADE IMPROVEMENT GRANTS

Façade Improvement Programs provide funding for commercial and mixed use building façade rehabilitation and reconstruction. The goal of these programs is to reduce the deterioration of traditional downtowns, assuming that exterior improvements will stimulate additional investment in the area and attract additional customers. The Façade Improvement Program for Downtown Battle Creek is sponsored by the Battle Creek Downtown Partnership and Battle Creek Unlimited.

## SIGNATURE BUILDING ACQUISITION GRANTS

The Signature Building Acquisition Program, offered by the Michigan Economic Development Corporation, funds the acquisition and rehabilitation of vacant and underutilized buildings in downtown districts. Municipalities may also contribute funding to acquisition, allowing developers to lower overall project costs. It is expected that the developer will spend at least the amount of the acquisition cost to improve the building's interior.

## PAYMENT IN LIEU OF TAXES (PILOT)

Payment in Lieu of Taxes (PILOT) allows the City to reduce the property tax burden of a desired business for a predetermined period. In this instance, a local taxing body and a property owner will agree to the annual payment of a set fee in place of the property taxes. Payments are typically made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property.

In addition, PILOT can also be a means of reducing the fiscal impact on the City of a nonprofit, institutional use, or other non-taxpaying entity locating to a key site. While such uses can be desirable as activity generators, they can also negatively impact municipal services. Provisions can be made to offset that negative impact by allowing the City to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

## TAX EXEMPTIONS

There are a number of exemptions allowed by the Michigan Department of the Treasury to assist businesses in the state wishing to improve their physical assets. The following are a number of programs as described by the Treasury that could be applied to projects supporting the goals and objectives of the Battle Creek Master Plan.

### INDUSTRIAL FACILITIES EXEMPTION

The Plant Rehabilitation and Industrial Development Districts Act, known as the Industrial Facilities Exemption, provides a tax incentive to manufacturers to enable renovation and expansion of aging facilities, assist in the building of new facilities, and to promote the establishment of high tech facilities. An Industrial Development District (IDD) or a Plant Rehabilitation District (PRD) must be created prior to initiating a project.

### NEW PERSONAL PROPERTY EXEMPTION

The New Personal Property Exemption affords a 100% property tax exemption for specific businesses located within eligible distressed communities. This exemption is for all new personal property placed in a district that has been established by the local unit of government. The local unit of government determines the number of years granted and may grant any number of years for the exemption.

### NEIGHBORHOOD ENTERPRISE ZONE ACT EXEMPTION

The Neighborhood Enterprise Zone Act provides tax incentives for the development and rehabilitation of residential housing located within eligible distressed communities. The local unit of government may designate areas as Neighborhood Enterprise Zones (NEZs), and, subject to the approval of the State Tax Commission, may levy a reduced NEZ specific tax in place of the real property taxes that would otherwise be levied on new construction or rehabilitated property. Generally, NEZs must contain either 10 or more platted parcels of land or facilities, and must be compact and contiguous.

## TAX INCENTIVES FOR PRESERVING HISTORIC PROPERTIES

The National Park Service and Internal Revenue Service, in cooperation with State Historic Preservation Offices, offer Federal Historic Preservation Tax Incentives to encourage private sector investment in the rehabilitation and re-use of historic buildings. Since the program's founding in 1976, over \$62 billion in private investment has preserved 38,000 historic properties.

## BROWNFIELD TAX INCENTIVE

The U.S. Environmental Protection Agency (EPA) offers the Brownfields Tax Incentive to help clean up former industrial or commercial areas that were abandoned due to concerns about environmental contamination. To satisfy the contamination requirement, the taxpayer must demonstrate that there has been a release, threat of release, or disposal of a hazardous substance at the property. Under the incentive, environmental cleanup costs are fully deductible in the year incurred, rather than capitalized and spread over time.

## OBSOLETE PROPERTY REHABILITATION TAX ABATEMENT

The purpose of the Obsolete Property Rehabilitation Tax Abatement program is to rehabilitate and reuse obsolete structures in approved Obsolete Property Rehabilitation Districts. These structures can receive property tax breaks on the improved value of the rehabilitated property. Eligible properties are commercial properties or commercial housing properties that meet the definition of "blighted" or "functional obsolescence" provided within the Brownfield Redevelopment Financing Act of 1996, or meet the Natural Resources and Environmental Protection Act of 1994, Part 201 definition of "facility."



## ECONOMIC DEVELOPMENT PLANNING GRANTS

Under the Planning and Local Technical Assistance program, the Economic Development Administration (EDA) assists states, counties, municipalities, and educational institutions in drafting economic development plans. The plans should be regional in scope, targeted to guide the economic development efforts of a community or region. The EDA also supports Partnership Planning investments that fund the development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDS). CEDS describe and prioritize regional strategic economic goals.

## TRANSPORTATION & INFRASTRUCTURE

In December 2015 the Fixing America's Surface Transportation (FAST) Act, a five-year transportation reauthorization bill, was established. The FAST Act replaces the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which expired in October 2015 and was extended three times. The FAST Act aims to improve infrastructure, provide long-term certainty and increased flexibility for states and local governments, streamline project approval processes, and encourage innovation to make the surface transportation system safer and more efficient.

The FAST Act continues funding for numerous programs previously funded through MAP-21. Given the relatively recent passage of the FAST Act, it is still uncertain how changes in Federal policy will ultimately impact existing funding programs. The City should work to stay informed of the status of these programs at the state and regional level and new funding sources that may be introduced in the near future as a result of the FAST Act.

The following are grant programs covered under the FAST Act that could be utilized by the City to make enhancements to local transportation infrastructure.

## SAFE ROUTES TO SCHOOL

The Safe Routes to School program has provided funding for various infrastructure-related projects including the planning, design, and construction of infrastructure-related projects that will substantially improve the ability of students to walk and bike to school, including:

- Sidewalk improvements;
- Traffic calming and speed reduction improvements;
- Pedestrian and bicycle crossing improvements;
- On-street bicycle facilities;
- Off-street bicycle and pedestrian facilities;
- Secure bicycle parking facilities; and,
- Traffic diversion improvements in the vicinity of schools.

## CONGESTION MITIGATION & AIR QUALITY IMPROVEMENT PROGRAM (CMAQ)

The CMAQ program focuses on projects that provide solutions to regional congestion and air quality problems. Eligible project types have included transit improvements, commuter parking lots, traffic flow improvements, bicycle/pedestrian projects and projects that result in emissions reductions. In the past, these projects have been federally funded at 80 percent of project costs.

## SURFACE TRANSPORTATION PROGRAM (STP)

In the past, these funds have been allocated to coordinating regional councils to be used for all roadway and roadway related items. Projects in this funding category have required a local sponsor and have been selected based on, among other factors, a ranking scale that takes into account the regional benefits provided by the project among other factors.

## MICHIGAN DEPARTMENT OF TRANSPORTATION CATEGORY A

The Michigan Department of Transportation (MDOT), under the mission of maintaining the state's transportation network, administers the Economic Development Fund – Category A, designed to promote increased economic potential and improve the quality of life through support of job creation and retention in Michigan. County road commissions and municipal street agencies can receive up to 80% of costs for transportation projects that will lead to private sector job creation. The project must be related to agriculture or food processing, tourism, forestry, high technology research, manufacturing, mining, or office centers of 50,000 sq. ft. or more.



## **PARKS, TRAILS & OPEN SPACES**

The Michigan Department of Natural Resources (MDNR) administers a variety of grant programs to help municipalities and other local agencies provide public outdoor recreational areas and facilities. The following are specific grant programs which the City could utilize to implement parks, trails, and open space related recommendations of the Master Plan. It should be noted that this list does not include all grant programs offered by MDNR, but only those deemed most relevant.

## **LAND & WATER CONSERVATION FUND (LWCF)**

Federal Land & Water Conservation Fund grants are available to municipalities, counties, and school districts to be used for outdoor recreation projects. Projects require a 50% match. All funded projects are taken under perpetuity by the National Park Service and must only be used for outdoor recreational purposes.

### **LWCF OUTDOOR RECREATION LEGACY PARTNERSHIP PROGRAM**

The Outdoor Recreation Legacy Partnership Program is an element of the larger LWCF grant program which supports public outdoor recreation and planning projects in urban areas. As a community with over 50,000 residents, Battle Creek is eligible for funding under this program.

## **MICHIGAN NATURAL RESOURCES TRUST FUND (MNRTF)**

The Michigan Natural Resources Trust Fund provides funding for the purchase of land for resource protection and public outdoor recreation as well as the development of outdoor recreation facilities. In 2015, the fund supported over \$8 million in development projects and just under \$20 million in land acquisitions.

## **RECREATION PASSPORT GRANTS (RPG)**

Recreation Passport Grants are supported by the sales of the state Recreation Passport, which is required for entrance into state parks, recreation areas, and boating access sites. Grants are available to local units of government for development of public recreation facilities. The program is primarily focus on renovation and improvement to existing parks; however, projects for the development of new parks are eligible.

## **FORESTRY GRANTS**

MDNR provides a number of grants relating to forestry and protection of tree stands and canopies within the state. These programs can be useful to protecting forests within Battle Creek and may support tree planting and street tree projects. Forestry Grants which may assist with implementation of the Master Plan include:

- Community Forestry Grants
- DTE Energy Foundation Tree Planting Grants
- Federal Pass Through Funds

## **RECREATION IMPROVEMENT FUND GRANTS**

Recreation Improvement Fund Grants provide funding for the maintenance and development of recreation trails, restoration of lands damaged by off-road vehicles, and inland lake cleanup. This program is internal to MDNR, thus local governments must partner with a division of the Department of Natural Resources and Environment to be eligible.

## **RECREATIONAL TRAILS PROGRAM GRANTS**

Recreational Trails Program Grants provide funding for maintenance and development of recreational trails and related facilities. Similar to Recreation Improvement Fund Grants, this program is an internal process and local governments must partner with a state division to receive funding for a project.

# CATALYST PROJECTS

Implementation of the Battle Creek Master Plan will not happen overnight. The Plan outlines a long-range approach to community improvement and growth that will require considerable time and cooperation from a vast range of stakeholders. Catalyst projects act as the first step or “where to begin” of turning the plan into action. These projects initiate implementation of key recommendations from the plan, address major issues with noted impacts on the community, and lay the groundwork for other recommendations contained within the Plan. Further, many of these projects were selected for their visibility to the community, which will help demonstrate the City’s commitment to change and create positive momentum to support other Master Plan projects.

## ENCOURAGE RESIDENTIAL DEVELOPMENT DOWNTOWN

Residential development within Downtown Battle Creek should be a top priority for the community. Growth of the downtown population was consistently discussed and supported by residents throughout community outreach. In addition, findings of the 2016 Fiscal Impact Model support higher density residential growth and the 2013 Comprehensive Housing Study demonstrated a growing demand for housing option within or near Downtown.

New residential options within Downtown will provide greater housing diversity to support young professionals, new families, and seniors looking to downsize their properties. Further, it will help draw new residents and employees to the City by offering an urbanized lifestyle that appeals to consumers. Increases in the residential population of Downtown Battle Creek will also help support greater activity and vibrancy in the City’s core, which can assist in attracting desired commercial businesses to the area.

Downtown Battle Creek has ample space for a variety of styles of residential development. This can include new multi-unit residential structures, smaller scale apartment buildings and condominiums, and adaptive re-use of vacant buildings and upper floor spaces. Where appropriate, mixed-use development should be encouraged, with residences above first floor commercial spaces. Incorporating the areas northwest and southeast into Downtown could support residential growth and transition these areas to a more compact urban pattern.

## HERITAGE TOWER

The adaptive reuse of Heritage Tower is a key opportunity which should help further support residential growth in Downtown. As of the drafting of this plan, a developer has been seeking financial assistance to rehabilitate the tower as a mixed-use building, with both office and residential spaces. Funding has already been received from the Battle Creek Tax Increment Financing Authority and the Michigan Obsolete Property Rehabilitation Act. The City should continue to coordinate with this developer to seek the execution of this project. Further, the City should use this project to promote activity in Downtown and attract further investment.

## PRIORITIZE INVESTMENT IN DEVELOPMENT OPPORTUNITY CENTERS

The Development Opportunity Centers represent a unique opportunity to support investment that is creative, innovative, and responsive to distinct areas of the community. Development within the DOCs will help reinvigorate transitioning and challenged areas within Battle Creek and strengthen the community as a whole. The City should actively seek development within the DOCs and remain flexible to all development proposals to maximize each opportunity. This approach will foster a higher level of creativity for redevelopment and maneuverability in attracting to these priority areas. It is important to note that while the Land Use Plan identifies a place type for properties within the DOCs, the recommendation should be considered only a preferred option.

## IMPROVE PRODUCTION AND EMPLOYMENT CENTERS IN THE CITY’S CORE

Battle Creek benefits greatly from the production and employment centers located within, or proximate to, the City’s core. Manufacturers, professional offices, and industrial uses generate economic activity and provide thousands of jobs for the city and region.

Production and employment centers can also create a few negative impacts on Downtown. High intensity industrial operations including storage areas and loading zones can greatly detract from the appearance of Downtown. For many visitors, industrial uses or related parking lots are their first view, and thus, first impression of Downtown Battle Creek.

The City should work with Downtown’s industrial businesses to make improvements to reduce their visual impacts. This should include efforts to beautify and elevate their appearance including landscaping and architectural improvements. Innovative approaches should be encouraged to help integrate these uses within the existing context. For example, blank façades and industrial structures could be used as canvases for public art, similar to the wall art along Carlyle Street. At a minimum, high quality screening should be required and chain link fences and other semi-transparent screening should be replaced with more permanent, attractive, and/or solid fencing.

The City should also work with these businesses to ensure their operations are efficient, without impacting other users in the area. Currently, along Capital Avenue, large trucks use the public right-of-way and vacant lot to queue for delivery. This makes the area dangerous for pedestrians and discourages walkability between Downtown and adjacent neighborhoods. The City should monitor these situations as they arise, and work with businesses to address them. Where these issues cannot be adequately addressed, or where manufacturing and production centers have an excessive impact on the character of Downtown, the City should encourage relocation to better situate these uses outside of Downtown.

## GRAIN ELEVATOR ARTWORK OMAHA, NEBRASKA

From 2010 to 2014, vacant grain elevators in Omaha were used as the backdrop for public art. 26 canvas banners were hung from the grain elevators, located directly adjacent to Interstate 80, transforming an underutilized but highly prominent industrial site into a public art display. The City of Battle Creek should work with local manufacturing businesses and property owners to develop similar art installations and improve the appearance of both active and inactive industrial sites.



## TRANSITION RESIDENTIAL NEIGHBORHOODS NEAR PRODUCTION CENTERS

The City should promote the redevelopment of areas where industrial uses are encroaching upon or fully surrounding residential neighborhoods. This includes three areas in particular:

- **Northeast (Franklin/McKinley) Neighborhoods:** Residential uses along Hoag Street, Shepard Street, Nevada Street, 3rd Street, and 4th Street east of Union Street. This area is surrounded by industrial and manufacturing uses to the east, south, and west, and the Battle Creek River to the north.
- **Post/Franklin Neighborhoods:** Residential uses along 1st Street and 2nd Street north of Michigan Avenue. This area is entirely surrounded by industrial and manufacturing uses as well as railroad tracks. Some commercial uses have developed in the area which cater to employees for the adjacent employment centers.

- **North Central Neighborhood:** Residential uses along Upton Avenue, Lafayette Avenue, Hamblin Avenue, and Parrish Street. This area is bounded by the Kalamazoo River to the north and railroad tracks to the south, beyond which are industrial and manufacturing uses.

The proximity of these areas to intense production centers makes them less suitable for homes and discourages upkeep and investment in property. These neighborhoods have vacancies and exhibit poor property maintenance. The City should transition these areas to the Production and Employment Center land use place type, supporting economic development and addressing land use conflicts. The City should encourage the expansion of existing businesses and support new investment working collaboratively with developers. Where appropriate, the City should also work with the Calhoun County Land Bank to assemble parcels and facilitate new investment.

## TRANSITION 20TH STREET

The City should actively seek the redevelopment of commercial uses and vacant sites along 20th Street, primarily between Surby Avenue and Highland Boulevard/Eldred Street. This area features a mix of single family homes, small commercial businesses, and religious institutions, including Columbia Plaza and a large vacant property southeast of the intersection of Eldred Street and 20th Street.

Traffic along 20th Street will not support commercial uses in the future. The prominence of closed businesses and vacant lots serve to demonstrate the corridors lack of market viability and their presence may be contributing to further disinvestment of 20th Street and adjacent neighborhoods.

The Land Use Plan recommends transitioning this area to more appropriate residential place types, including the Traditional Neighborhood place type which is consistent with the surrounding neighborhoods. Columbia Plaza or the large vacant property provide an opportunity for larger-scale development and could support multi-family residential. New investment will help to stabilize adjacent neighborhoods and the Columbia Avenue corridor as well as improve the appearance of 20th Street.

## CONSTRUCT GATEWAY FEATURES AT CENTRAL ENTRANCES INTO THE COMMUNITY

Gateways features announce the formal entrance into a community and are one of the best opportunities to make a positive first impression to visitors and help establish a clear sense of place. Currently, the City's major entrances lack signage sufficient to accomplish this goal. Downtown also lacks formal gateways; however there are map kiosks and general wayfinding signage within the district. The City should construct gateway features to announce entry into Battle Creek at key locations, distinguishing between primary and secondary, based on visibility and traffic counts.

Primary gateways have high visibility and are located along the highest traffic roadways into Battle Creek. Primary gateways should feature some form of public art or architecture elements incorporated with signage, decorative landscaping, and lighting. All gateways should utilize similar elements and materials to brand the community and create a unified appearance to Battle Creek. Primary Gateways should be constructed at the following locations:

- Interstate 94-Exit 92 (Columbia Avenue) off-ramps
- Interstate 94-Exit 95 (Helmer Road) off-ramps
- Interstate 94-Exit 97 (Capital Avenue) off-ramps
- Interstate 94-Interstate 194 Interchange

Secondary gateways include roads which provide entrance into the community at key locations but do not experience the same level of traffic and exposure. Secondary gateways should feature signage, decorative landscaping, and lighting consistent with the style of primary gateways but on a smaller scale. Secondary Gateways should be constructed at the following locations:

- Bedford Road (entering Battle Creek from the north)
- Capital Avenue (entering Battle Creek from the north)
- Emmett Street (entering Battle Creek from the east)
- Columbia Avenue (entering Battle Creek from the east)
- Dickman Road (entering Battle Creek from the west)
- Michigan Avenue (entering Battle Creek from the west)

The City should also look to establish gateways to Downtown Battle Creek, matching existing wayfinding signage and Downtown branding. These can be incorporated with placemaking improvements and public art elements similar to primary gateways to establish unique landmarks that strengthen Downtown's identity and sense of place. Downtown Gateways should be constructed at the following locations:

- Intersection of Michigan Avenue & Cass Street
- Intersection of Capital Avenue & Division Street
- Intersection of Michigan Avenue & Elm Street
- Intersection of Main Street & Dickman Road
- Intersection of Hamblin Avenue & Interstate 194
- Intersection of Capital Avenue & Dickman Road
- Intersection of McCamly Street & Dickman Road



## EXPLORE FEASIBILITY OF DECHANNELIZING THE KALAMAZOO RIVER NORTH BRANCH

The need to better activate local riverfronts was a central concern throughout community outreach, particularly regarding Downtown where the Battle Creek and Kalamazoo Rivers converge. While part of the Battle Creek River has been improved with landscaping and pathways, the North Branch of the Kalamazoo River has been channelized as it runs along the southwest side of Downtown. Consisting of a paved basin and chain link fences, the channelized river contributes to a harsh and industrial appearance for the area, further separating Downtown from Traditional Neighborhoods southwest of Dickman Road.

The City should coordinate with the Army Corp of Engineers to study the dechannelization, focusing on costs, environmental concerns, and overall benefits. Whether dechannelized or not, this segment of the river should be included as an extension of the linear park. It should be supported by decorative landscaping, pathways and open spaces adjacent to the waterway, high quality fencing and materials to replace existing chain link fences, and other pedestrian improvements which match the existing Downtown streetscapes. If supported by the feasibility report, the City should actively seek to dechannelize the river and incorporate other improvements as part of a newly designed riverfront area.

## RIVERFRONT DEVELOPMENT

Improvements along the North Branch of the Kalamazoo River should support greater development that better utilizes the waterway as a natural feature. Currently, this segment of the Kalamazoo River is bounded by industrial users, an arterial roadway, and parking lots. As a long term objective, the City should work with industrial users to improve their frontage and consider relocation to more appropriate locations within the community. The City should also cooperate with property owners to relocate commercial uses on the southwest side of Dickman road. New investment in this area should improve the appearance and vitality of the riverfront and help link Downtown and adjacent neighborhoods.

In the nearer-term, the City should work with industrial businesses to address parking areas and vacant lots along Liberty Street, viewing these as redevelopment opportunities. The current use of these parcels contributes to the poor appearance of this area. Although the parking lots support adjacent industry, redevelopment could maintain ample parking while allowing for full use of the area.

For example, a parking deck could accommodate the existing parking in a mixed use building that also features first floor commercial shops and upper floor residential or office spaces. Realignment of Liberty Street could allow for structures directly adjacent to the river and support plazas, open spaces, or a boardwalk with small shops and food stands. The City should work collaboratively to seek redevelopment of the site that activates the riverfront and allows full use of the area.

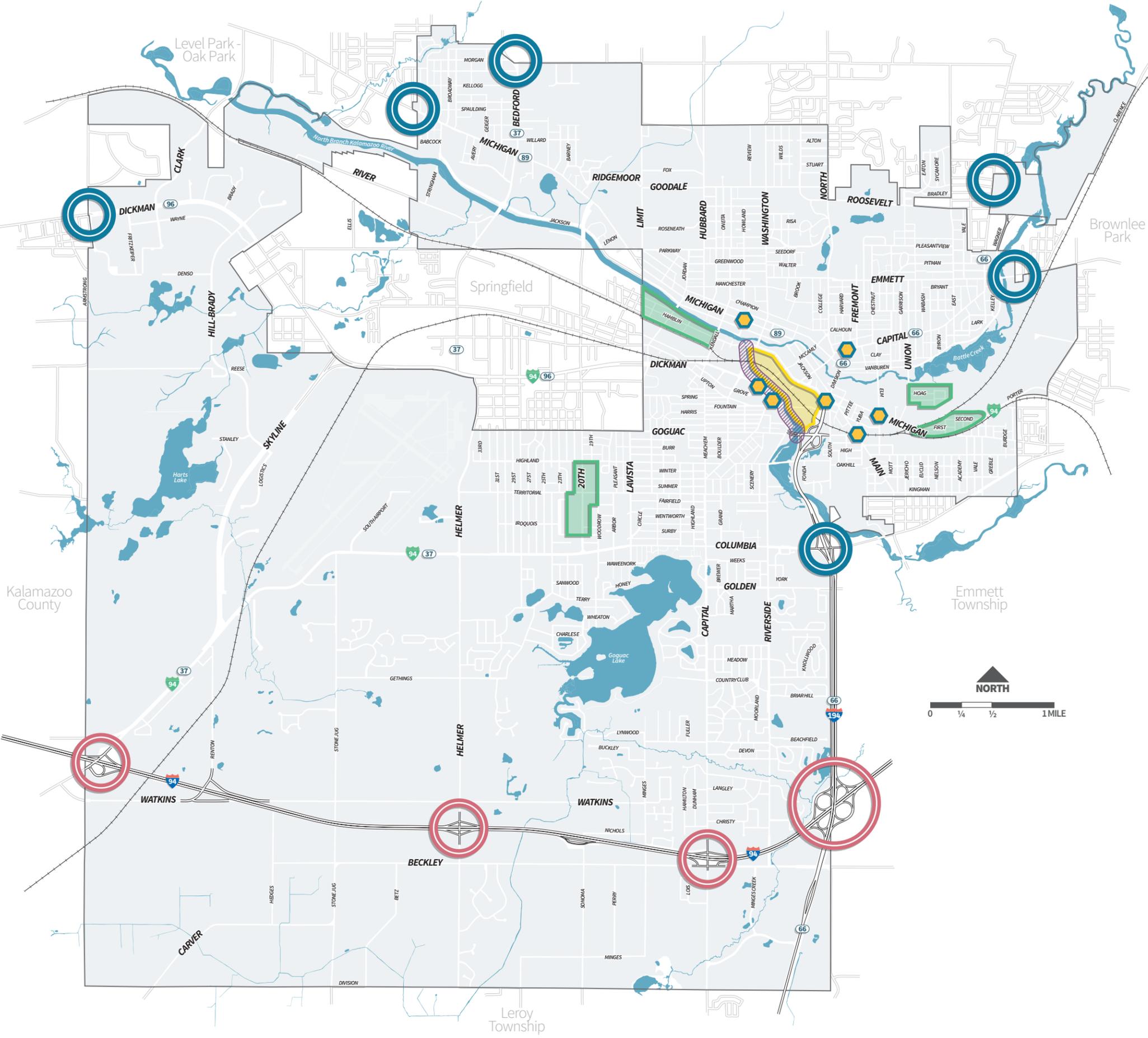
## EXPLORE THE BENEFITS OF THE U.S. BALLISTIC MISSILE DEFENSE INITIATIVE

Recently, the Fort Custer Training Facility has been listed as one of several potential locations for a missile interceptor defense site as part of the U.S. Ballistic Missile Defense system. This installation would include non-explosive missiles utilized to destroy hostile missiles prior to reaching Continental U.S.

Battle Creek should continue to strongly support the Fort Custer location, which could have a significant impact on the future of the community. It has been estimated that this development would produce over \$3 billion in economic activity for the region and create some 2,000 new jobs. The installation itself would generate \$700 million in construction costs and employ 300 individuals. This project has the potential to drastically change the face of Battle Creek's economy by attracting companies which support the military and defense sector and could make Battle Creek a national center for military and defense.

Should Fort Custer be chosen, the Future Land Use Plan should then be updated accordingly, reflecting projected growth and ensuring that transportation and infrastructure can support new investment.

# CATALYST PROJECTS & REDEVELOPMENT SITES



## Legend

-  Primary Gateway
-  Secondary Gateway
-  Downtown Gateway
-  Potential River Dechannelization
-  Potential Site Improvement
-  Transitional Area



Kalamazoo County

Brownlee Park

Emmett Township

Leroy Township

## UPDATE PLANNING & ZONING CODE

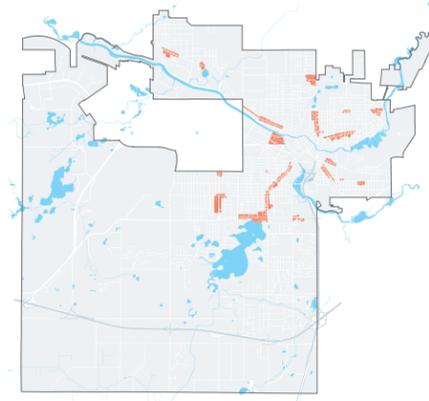
The City's Planning & Zoning Code should be one of the primary methods for plan implementation. Development regulations allow the City to dictate land use, site design, and growth patterns throughout the community. Further, for private developers the City's zoning establishes permitted uses, so alignment with the Plan is critical. Following adoption of the Plan, the City should complete a full review and update of the Battle Creek Planning & Zoning Code to support plan implementation.

Central to the update is a review of proposed Land Use Place Types and how they correspond to existing zoning designations. The introduction of place types within the Master Plan provides a more holistic approach to land use and development that allows a variety of uses as long as they are appropriate with the overall character of what is desired or envisioned. Within this context, strict zoning designations can limit the use of specific parcels and fail to support a more district-wide approach to place making. The zoning of many areas of Battle Creek is inconsistent with proposed land use place types with regards to permitted use, site design, and other regulations.

Utilizing the future land use map, the City should review existing zoning designations and make necessary updates. This may be accomplished through amendments; however, the creation of new zoning districts which directly correspond to the land use place types is recommended. Many established zoning designations include parcels in multiple areas of the community, thus changing these regulations could allow undesired development that does not match the proposed place type. The creation of new zoning districts would ensure land use and site design yield the preferred style of growth and development within Battle Creek.

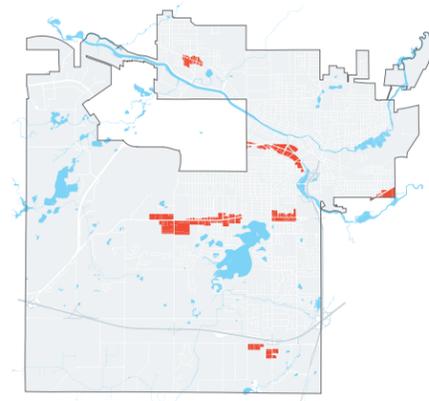
The new zoning districts should not seek to limit uses, but rather to promote those uses which align with the desired character of the corresponding land use place type. As such, permitted uses should include the primary kinds of development for that district; however, conditional and special permit uses may allow a variety of other kinds of investment as long as they are reviewed and approved. For example, the Traditional Neighborhood place type supports single family residential development; however, allowing multi-family residential in some locations may be desirable. The new zoning designations should allow this level of flexibility.

To assist with zoning updates, either to the existing zoning designations or in the creation of new districts, each land use place type has been reviewed. The following details the amendments or considerations that would be necessary to achieve the desired land use place type through zoning and development regulations.



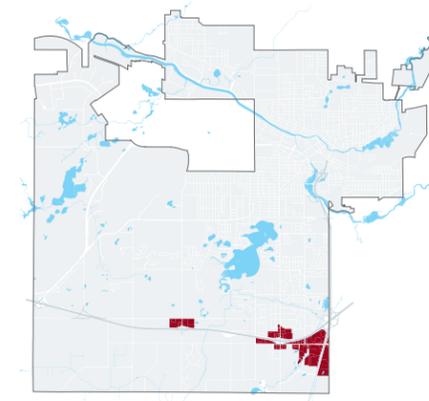
### NEIGHBORHOOD COMMERCIAL

- Increase maximum building height to allow 3 story structures as of right, with additional height permitted as a special use
- Set minimum lot areas to accommodate the desired uses
- Update permitted uses to allow mixed-use buildings
- Establish screening and buffering requirements for parcels adjacent to residential areas
- Require appropriate screening of on-site parking areas
- Limit the total number of curb cuts allowed per use and lot size



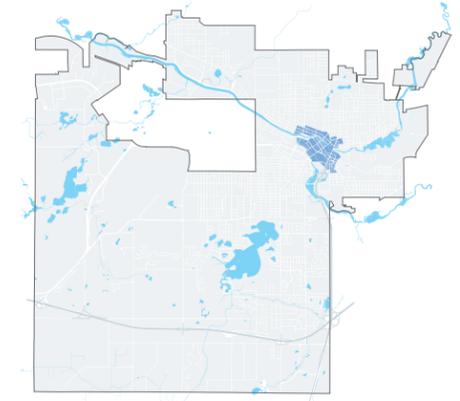
### CORRIDOR COMMERCIAL

- Set minimum lot areas to accommodate the desired uses
- Update permitted uses to reflect desired land use character
- Require setbacks to allow on-site parking areas
- Establish screening and buffering requirements for parcels adjacent to residential areas
- Establish parking maximums for permitted uses
- Require appropriate screening of on-site parking areas
- Limit the total number of curb cuts allowed per use and lot size



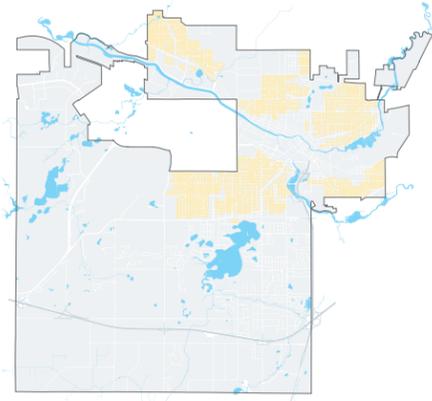
### REGIONAL COMMERCIAL

- Set minimum lot areas to accommodate the desired uses
- Update permitted uses to reflect desired land use character
- Require setbacks to allow on-site parking areas
- Establish screening and buffering requirements for parcels adjacent to residential areas
- Establish parking maximums for permitted uses
- Require appropriate screening of on-site parking areas
- Limit the total number of curb cuts allowed per use and lot size



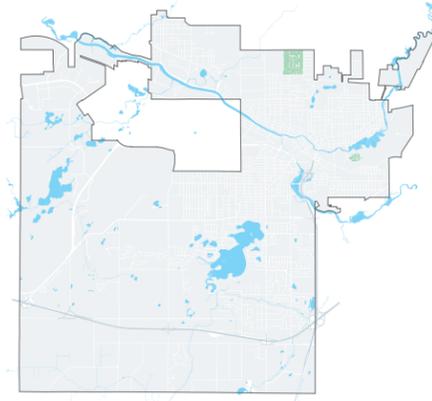
### DOWNTOWN COMMERCIAL

- Remove maximum building height to allow taller structures
- Set minimum lot areas to accommodate the desired uses
- Update permitted uses to reflect desired land use character
- Require zero-lot line or minimal front and side-yard setback
- Establish parking maximums for permitted uses
- Promote utilization of civic parking
- Require appropriate screening of on-site parking areas



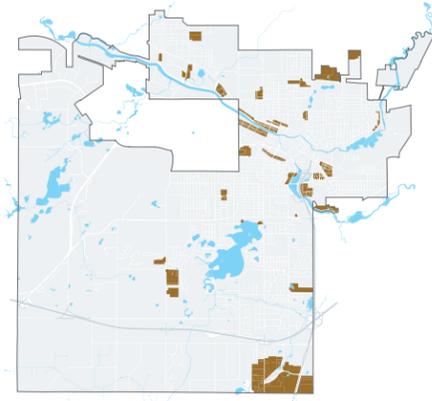
### TRADITIONAL NEIGHBORHOOD

- Set minimum lot areas to accommodate the desired uses
- Update permitted uses to reflect desired land use character
- Require consistent front, side, and backyard setbacks by block or neighborhood as appropriate
- Require consistent driveway orientation either to the street or a residential alley



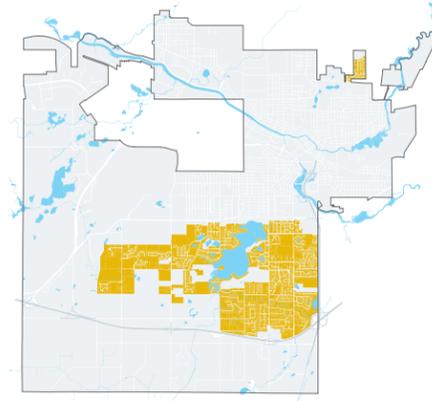
### TRANSITIONING NEIGHBORHOOD

- Set minimum lot areas to accommodate the desired uses
- Update permitted uses to allow urban farming and a mixture of residential structures
- Require consistent driveway orientation either to the street or a residential alley



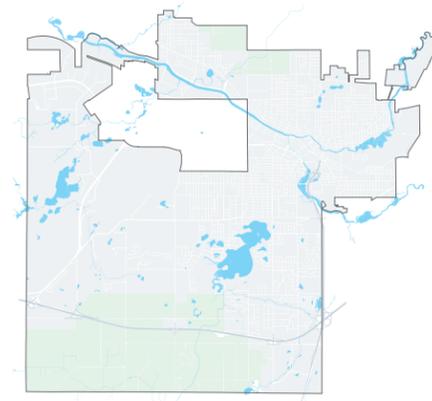
### MULTI-UNIT RESIDENTIAL

- Increase maximum building height to accommodate desired uses
- Update permitted uses to allow senior centers and assisted living facilities
- Require appropriate screening of on-site parking areas



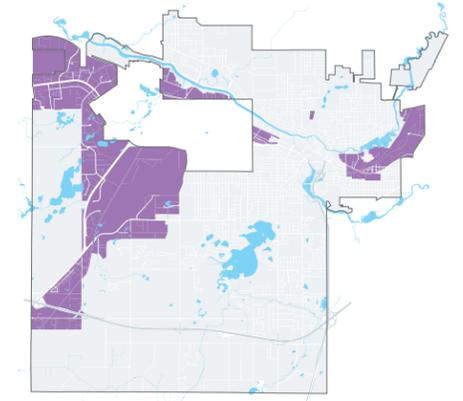
### SUBURBAN RESIDENTIAL

- Set minimum lot areas to accommodate the desired uses
- Update permitted uses to reflect desired land use character



### AGRICULTURE & RURAL RESIDENTIAL

- Update permitted uses to include only agriculture and rural residential
- Set minimum lot areas to accommodate the desired uses



### PRODUCTION & EMPLOYMENT CENTERS

- Update permitted uses to reflect desired land use character
- Establish screening and buffering requirements for uses adjacent to commercial and residential areas
- Establish parking maximums for production and employment center uses, and allow necessary additional parking by special use.
- Require appropriate screening of on-site parking areas