The City of
ALBION

2016 COMPREHENSIVE PLAN UPDATE

City of Albion
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What is a Comprehensive Plan?

Essentially, the Comprehensive Plan is a study of Albion's present conditions and a framework for future growth. The Comprehensive Plan provides a strategic focus and helps guide the community in future decision-making concerning land-use planning, social, economic, and environmental development. The plan identifies the community's strengths and assets as well as its opportunities for growth and improvement. It looks at Albion's past, where it wants to go in the future, and what needs to happen in order to achieve its vision of the future.

The Michigan Planning Enabling Act (Act 33 of 2008; MPEA) requires an update of the plan at least every five years. Albion's Comprehensive Plan was last updated in 2000. Still very early in the process, the Planning Commission is seeking input from Albion's residents in updating the Comprehensive Plan.

HOW TO USE THIS DOCUMENT

In creating this draft document, the Planning Commission looked back and reviewed the goals and objectives contained in the 2000 Comprehensive Plan Update to determine which goals had been accomplished, which were still relevant, and which were still high priority. Based on the Planning Commission's review and analysis, ten overarching goals along with corresponding objectives are proposed. Certain goals from the 2000 plan are strengthened and restated. A couple of new goals are offered.

This draft document:

- Provides current demographic data, describes changes that have taken place in Albion, and highlights certain emerging trends within the city and the region
- Provides an overview of the updated goals and objectives. They are summarized in Appendix 1.
- Identifies priority redevelopment sites

During a 95-day review and comment period, local residents, employers, business owners, and other key stakeholders will have the opportunity to provide feedback, discuss major challenges and opportunities, and participate in visioning. Input gained from interviews, Town Hall meetings, and other forums will be gathered and shared with both the Planning Commission and City Council. During this same 95-day period, the City and Planning Commission will continue with the technical evaluation and studies that are essential components of the Comprehensive Plan. At the end of the review and comment period, a public hearing will be held, regarding the Phase I Comprehensive Plan Update. The focus of Phase I is on adopting goals and objectives and a vision to guide Albion for the next 10 to 20 years. Your input is valuable. Citizen and stakeholder participation is key to this process.

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Vision

Building a sustainable community requires diverse partnerships and collaboration, sound and thoughtful public policy, quality education institutions, business and economic opportunity, stable residential neighborhoods, diversity in arts, entertainment and recreational offerings, conservation and protection of the natural environment and access to services for all residents. The following Comprehensive Plan incorporates these fundamental community building blocks and provides a framework from which to address the most pressing needs and most promising solutions for re-imagining the City of Albion.

Albion is resilient. Its leadership is shaping the future instead of merely being shaped by it. In updating its Comprehensive Plan, the City's leadership is taking a serious look at the community's most pressing needs, identifying catalytic revitalization projects, and taking necessary steps to create the amenities that will attract people to the community and improve the quality of life for existing residents. The Comprehensive Plan is intended to be a living document that serves as a rallying point to help the City identify priorities, allocate resources, and chart the course for the future. The City of Albion is creating collaborative partnerships with key stakeholders, nonprofits, county, regional, state and federal leadership to make the plan a reality. The Comprehensive Plan encompasses a wide range of topics including housing, transportation, economic and business development, public and environmental health, entertainment and recreation, and public infrastructure.

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Community Engagement and Stakeholder Involvement

Albion's Comprehensive Plan was last updated in 2000. Economic shifts and the housing crisis that took place in 2008 have changed many of the assumptions in the previous plan. Therefore, rather than rush through the planning process, the City of Albion is taking a phased approach in updating its Comprehensive Plan. The phased approach is intended to encourage greater public participation and input in the update process and bring together people throughout the community. This Phase I document is the overarching framework for additional work to be conducted. It synthesizes feedback received from members of the public, key stakeholders, and Planning Commission discussions. By releasing this document, the intent is to obtain additional public opinion through a public hearing. Many community residents are seeking more transparency regarding key revitalization projects and greater dissemination of information. This underscores the importance of taking a phased approach in updating Albion's Plan, in order for more voices to be heard and concerns addressed.

The process of updating the Comprehensive Plan began with a review of the goals and objectives that were outlined in the previous plan. The Planning Commission took a close look at those goals and objectives to determine which had been achieved and which were still relevant. Numerous discussions have been held among Planning Commission members and key stakeholders.

Ultimately, the Comprehensive Plan will be used to assist bodies such as the Planning Commission, Zoning Board of Appeals (ZBA), and City Council to make policy decisions, especially related to land use. This plan update helps set parameters for land use decision-making and provides the foundation on which the community's zoning ordinance is based.

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Local and Regional Stakeholders

Input has been sought from various community partners to create a dynamic comprehensive plan. The City of Albion seeks to continuously involve these entities and others in its comprehensive planning process as well as Key stakeholders are comprised of many local, regional, state, and federal partners and include, but are not limited to:

Albion Economic Development Corporation and Downtown Development Authority
Albion Community Foundation
Albion College
Albion Food Hub
Albion Healthcare Alliance
Albion Housing Commission
Albion/Marshall Public Schools
Albion: Senior Millage Allocation Committee
AmeriCorps VISTA
Forks Senior Center
Local businesses
Local churches
Neighborhood organizations
Major employers
Private investment partners
City of Homer: Senior Millage Allocation Committee
City of Marshall: Dial-a-Ride
Calhoun County Community Action
Calhoun County Land Bank Authority
Calhoun County Senior Services
Calhoun County Board of Commissioners
Southcentral Michigan Planning Council
Southwest Michigan First
Habitat for Humanity
Michigan Economic Development Corporation (MEDC)
Michigan Department of Environmental Quality (MDEQ)
Michigan Department of Transportation (MDOT)
Michigan State Housing Development Authority (MSHDA)
Michigan Works!
USDA Rural Development

Community Input Survey

A Community Input Survey was conducted to engage community members and identify today's most pressing needs. In order to reach a broad audience, the survey was administered both on-line by the Albion Community Foundation and also with hard copies disseminated by the City. Two hundred forty-two community members participated in the survey. Like the community itself, survey respondents reflected a diverse array of perspectives, e.g. home owners and renters, business owners, and a small number of property developers. Interestingly, a number of non-residents participated in the survey, because of their personal ties and commitment to the community. Although nearly 63% of the participants were in the 35-64 age group, people in younger and older groups also participated. Citizen feedback from the survey is included in the Appendix.

Town Hall Meetings were held on topics like Walkability and Housing, in order to share and disseminate information and to gain input from citizens. Two working groups were formed – The Downtown Housing Workgroup and the Albion City Transportation Workgroup – to take a more in-depth look at those particular issues. A briefing with emphasis on downtown housing was held with the Downtown Development Authority (DDA). In addition, one-on-one interviews were held with the director of the Albion Housing Commission and local pastors to gain their perspectives on a number of challenges facing the community. Major employers are being invited to share their perspectives, especially as it relates to the retention and attraction of talent.

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Table 1

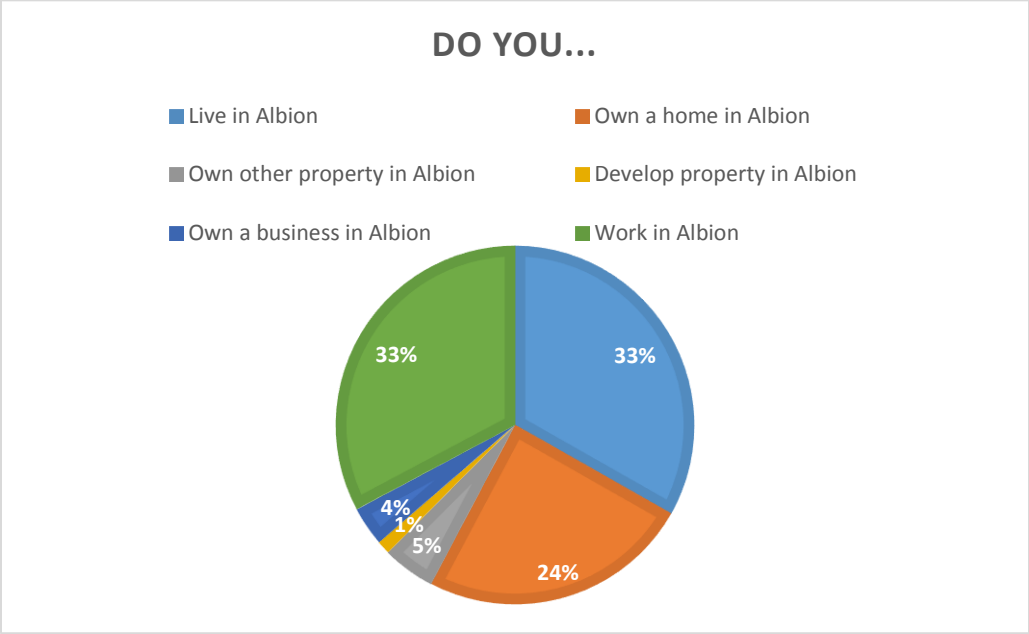
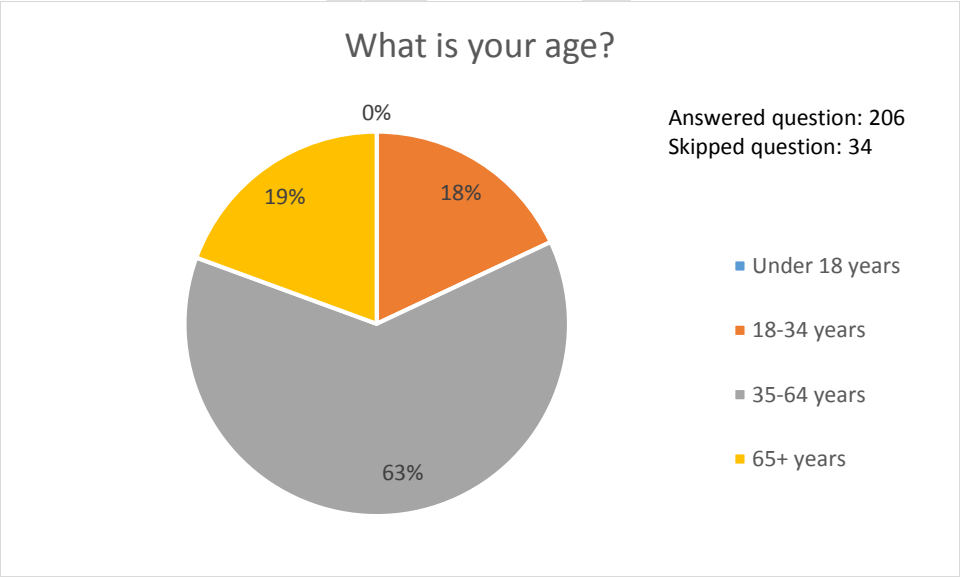


Table 2



A number of planning documents supplement the City of Albion's Comprehensive Plan:

- An Analysis of Residential Market Potential: The City of Albion – February 2015
- City of Albion Parks and Recreation Master Plan 2016 – 2020
- Southcentral Michigan Five-Year Comprehensive Economic Development Strategy: September 2014 – W.E. Upjohn Institute for Employment Research
- Calhoun County Master Plan: A Comprehensive Land Plan: Amended February 2013
- Downtown Market Strategy: The City of Albion – February 2006 – Anderson Economic Group
- Downtown Design Plan 1991

Social and Economic History

Albion's first settlers arrived in 1833. These visionaries formed a land development company called the Albion Company from which the City draws its name. In 1835, Methodist settlers established Albion College, a private college that has its official charter as a city.

Location

Throughout the course of its history, Albion's location and its access to transportation networks have been strategic assets that propelled its growth. Albion was founded at the Forks of the Kalamazoo River, the confluence of the river's north and south branches. During its early period as an agrarian economy, the river provided power for various mills that located on or near "the Forks". Through the 19th and 20th centuries, the city's steel facilities and foundries transported goods and products along the Chicago Road and two railroads. In 1844, the arrival of the Michigan Central Road brought with it an influx of industry and population. A second railroad, the Lake Shore and Michigan Southern Railroad was completed in 1872. In the mid-20th century, transportation was expedited by two major interstate highways -- I-94 and I-69.

The Kalamazoo River

The City of Albion is located along the I-94 corridor in the eastern portion of Calhoun County. The city is bordered largely by Sheridan Township to the north and Albion Township to the south. The City of Marshall, county seat of Calhoun County, lies approximately 12 miles west of Albion.

Albion is within a short driving distance of several major metropolitan centers in the Great Lakes region. Via the interstate highway system, Albion is only 40 miles from Lansing, 53 miles from Ann Arbor and 47 miles from Kalamazoo. On a larger scale, it is 86 miles from Grand Rapids, 91 miles from Detroit, 98 miles from Toledo, and 93 miles from Fort Wayne, 175 miles for Chicago, 190 miles from Cleveland. In addition, Interstate 94 provides convenient access to international markets in Canada.

The Kalamazoo-Battle Creek International Airport is located 45 miles west of Albion. More than 20,000 flights per month depart from the airport. Its regional carriers provide service mainly to Detroit, Chicago O'Hare, and Minneapolis-Saint Paul, with limited flights to Atlanta.

Economic History

Like many cities throughout the Midwest, Great Lakes and North-Eastern regions of the United States, Albion has suffered the effects of deindustrialization. The city's economy has fundamentally changed with shifts that have taken place in domestic manufacturing and specifically in the automotive industry. Since 2001, Albion lost nearly 1,000 jobs in manufacturing, healthcare, and retail. This economic shift has caused a reduction in real and personal property tax revenue and an increase in vacant or under-utilized industrial spaces.

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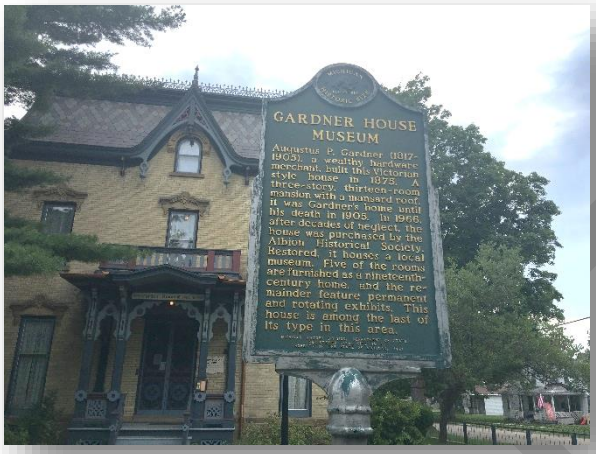
While no single industry has replaced the jobs and taxes generated by the automotive suppliers, several sectors have emerged in Albion with the potential to bring new vitality to the local/regional economy and community. These include small to medium-sized manufacturing, craft production facilities, alternative energy, and a major expansion by a Tier 1 automotive supplier.



The Gardner House Museum

Albion College, the city's major anchor institution with over 452 employees, is working with the City to develop a strategic economic partnership to redevelop and revive the downtown. It is in the vested interest of the College, the City and its citizenry to forge new relationships and partnerships to help Albion recover its economic vitality. The College is leveraging the financial support of its alumni, intellectual capital of its faculty, strength of its student involvement, and reach of its network to begin the revitalization effort. Albion College has made it a top priority to launch a long-term housing development strategy with financial incentives designed to attract new employees to live in the City and either rent or purchase residential dwellings. Another example of the College's commitment is its writing and receiving an AmeriCorps VISTA (Volunteers in Service to America) grant, which allows 11 VISTA members to work with the College and City in 2016-2017 to boost economic development, education and health initiatives.

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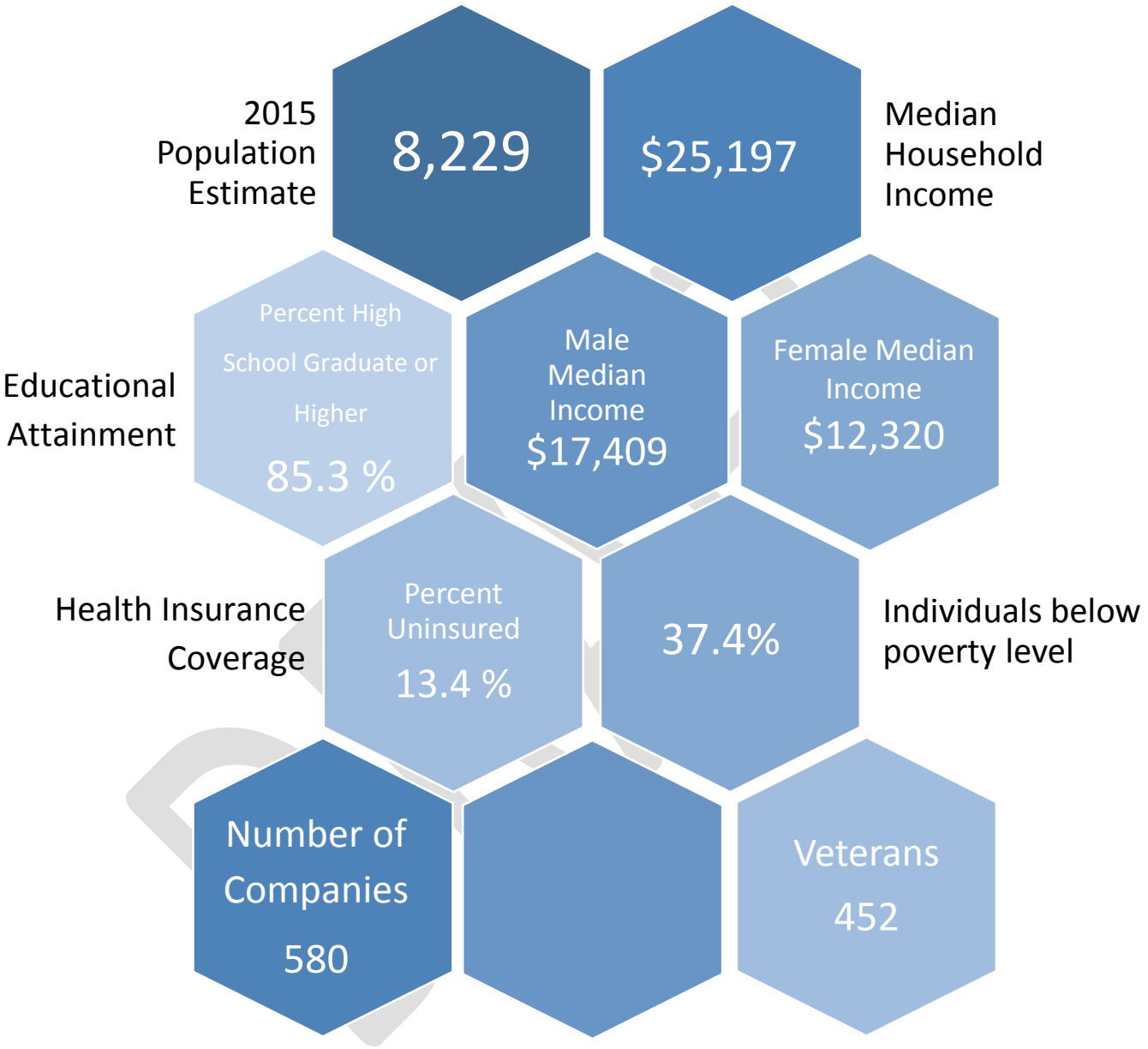
Demographics

Table 3



SOURCES:

2015 Population Estimate: Source: Vintage 2015 Population Estimates: Population Estimates; Median Household Income: Source: 2010-2014 American Community Survey 5-Year Estimates; Individuals below poverty level: Source: 2010-2014 American Community Survey 5-Year Profiles; Educational Attainment: Percent high school graduate or higher: Source: 2010-2014 American Community Survey 5-Year Profiles; Health Insurance Coverage: Percent uninsured: Source: 2010-2014 American Community Survey 5-Year Profiles; Number of Companies: Source: 2012 Survey of Business Owners: Company Summary; Male Median Income: Source: 2010-2014 American Community Survey 5-Year Estimates; Female Median Income: Source: 2010-2014 American Community Survey 5-Year Estimates; Veterans: Source: 2010-2014 American Community Survey 5-Year Profiles

Declining Population Growth

During the 40-year period from 1970 to 2010, Albion and many surrounding communities lost population. The Nielsen Company estimates that in 2015, Albion's population decreased to 8,240 persons, a decline of 4.4 percent from the 2010 Census. Without interventions, Nielsen projects that the city's population would continue to fall to 7,961 persons by 2020, a decrease of another 3.4 percent.

Within the larger region, many counties registered a net population loss between 2000 and 2010. During this period, population was lost in most of the region covered by the Southcentral Regional Planning Council (SMPC). SMPC is a regional planning organization representing Barry, Branch, Calhoun, Kalamazoo, and St. Joseph Counties. During the 2000-2010 time frame, the rate of population growth in neighboring Jackson County slowed

Table 4: % Population Change, 1970-2010, City of Albion & Surrounding Communities

	1970	1980	1990	2000	2010	70-80	80-90	90-00	00-10
City of Albion	12,112	11,059	10,066	9,144	8,616	-8.7%	-9.0%	-9.2%	-5.8%
Albion Township	1,582	1,413	1,256	,1200	1,123	-10.7%	-11.1%	-4.5%	-6.4%
Homer Township	2,714	3,041	2,890	3,010	3,015	12.0%	-5.0%	4.2%	0.2%
Homer Village	1,617	1,791	1,758	1,851	1,668	10.8%	-1.8%	5.3%	-9.9%
Sheridan Township	2,469	2,257	2,139	2,116	1,936	-8.6%	-5.2%	-1.1%	-8.5%
Marshall City	7,253	7,201	6,891	7,459	7,088	-0.7%	-4.3%	8.2%	-5.0%
Marshall Township	2,232	2,564	2,655	2,922	3,115	14.9%	3.5%	10.1%	6.6%

Source: Calhoun County Master Plan, U.S. Bureau of Census

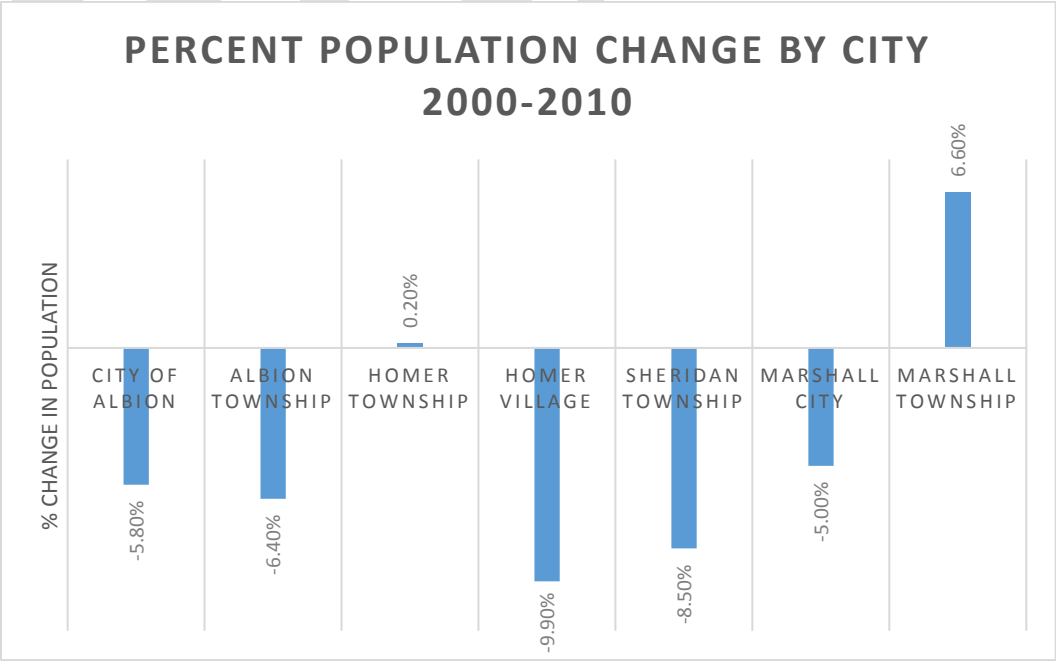
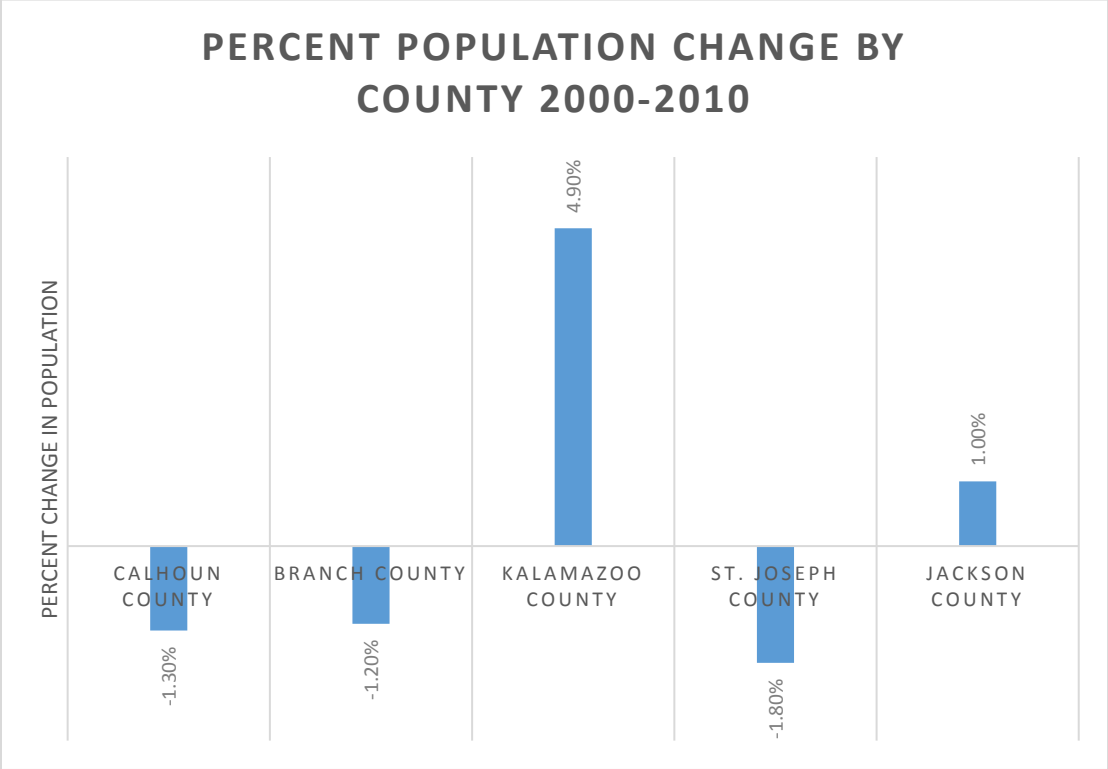


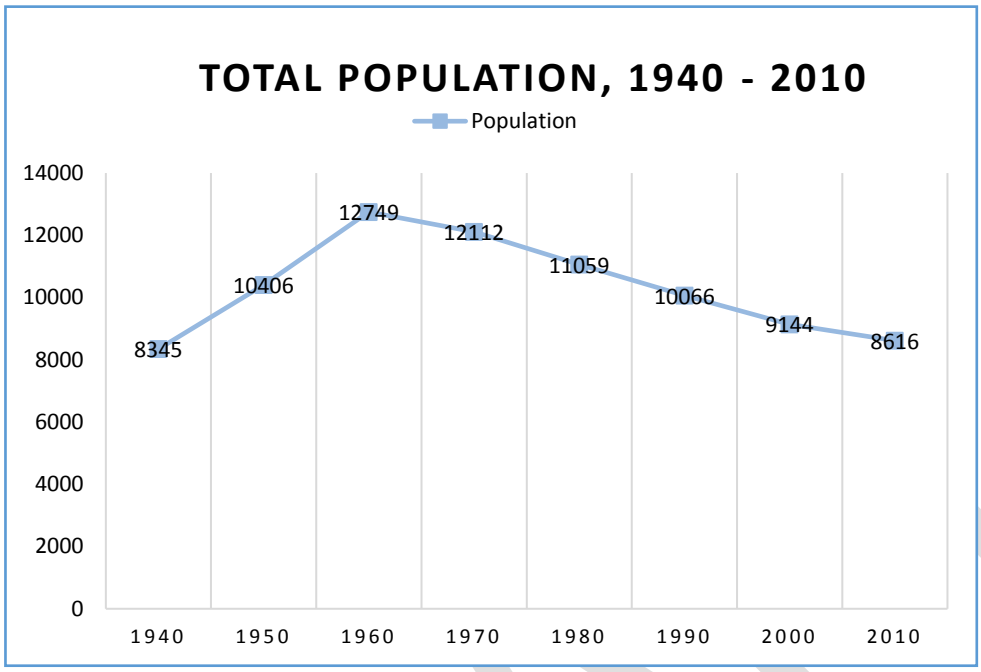
Table 5: % Population Change, 1960-2010, Calhoun County and Surrounding Counties

	1960	1970	1980	1990	2000	2010	60-70	70-80	80-90	90-00	00-10
Calhoun County	138,858	141,963	141,557	135,982	137,985	136,146	2.2%	-0.3%	-3.9%	1.5%	-1.3%
Branch County	34,903	37,906	40,188	41,502	45,787	45,248	8.6%	6.0%	3.3%	10.3%	-1.2%
Kalamazoo County	169,712	201,550	212,378	223,411	238,603	250,331	18.8%	5.4%	5.2%	6.8%	4.9%
St. Joseph County	42,332	47,392	56,083	58,913	62,422	61, 295	12.0%	18.3%	5.0%	6.0%	-1.8%
Jackson County	131,994	143,274	151,495	149,756	158,425	160,248	8.6%	5.7%	-1.1%	6.0%	1.0%



Sources: Upjohn Institute for Employment Research, U.S. Bureau of the Census
https://www.census.gov/population/cencounts/mi190090.txt

Table 6: Population Change
Source: US Census 1940-2010



The Industrial Revolution brought with it steady growth in the City's population and economic base. Between 1900 and 1950, the City's population more than doubled. The chart above would suggest that in 1960 there was another upward spike in Albion's population. However, it should be noted that the inclusion of the college student population in Census reporting is likely to account for this phenomenon. Conversely, the 5% decrease in population registered between 1960 and 1970 understates the dynamics in the "permanent" population, which actually decreased by a full 9.5% when controlling for the student population. In spite of these statistical anomalies, since 1960 Albion has experienced a steady decline in population. This downward population trend is consistent with the pattern of urban centers throughout the country, which lost population to their suburban neighbors.

Aging Population

Like the rest of the nation, Albion's population is aging as the Baby Boom generation (people born between 1946 and 1964) make their way through the life cycle. Between 2000 and 2010, "Baby Boomers" began entering the retirement phase of their lives. In 2000, the Baby Boom generation entered the new millennium with ages ranging from 36 to 54. Ten years later in 2010, they were between the ages of 46 and 64. In 2010, the median age was 28.1. It had increased from 23.5 in 1980 and 26.5 in 1990.

Since 1980, Albion has experienced a downward trend in the percentage of people ages 25-44. One contributing factor to the 23% decrease in the 25-44 age group between 2010 and 2000 is the exodus of the Baby Boom generation from this segment of the population. A second factor is the

outmigration that occurred due to plant closings and economic dislocation. The lack of population growth coupled with the aging and retirements of Baby Boomers will undoubtedly impact the availability of labor in Albion and throughout the region, especially in construction trades and manufacturing skilled trades where an increasing number of Baby Boomers are retiring en masse. During the next 20 years, the aging of Baby Boomers will also have serious implications on healthcare and housing markets in Albion and throughout the region. In spite of these demographic changes and the increased need for health care services, Albion lost its hospital. One participant in the community survey expressed the desire for an urgent care option with walk-in and after hours services.

Table 7: Age Distribution
City of Albion – 2010
Source: U.S. Census 2000-2010

Age	2000	% of Pop	2010	% of Pop	% Change 2000-2010
Under 18 Years	2,356	25.8	1,872	21.7	-20.5
18 to 24 years	1,801	19.7	2,159	25.1	19.9
25 to 44 years	2,099	23	1,613	18.7	-23.2
45 to 64 years	1,660	18.2	1,848	21.4	11.3
65 years and older	1,228	13.4	1,124	13	-8.5
Total population	9,144		8,616		

Table 8: 25-44 Cohort
City of Albion – 2010
Source: U.S. Census 1980-2010

Age	1980	% of Pop	1990	% of pop	2000	% of Pop	2010	% of pop
25-44	2,314	20.9%	2,405	23.9%	2,099	23%	1,613	18.7%

Another significant trend within the city of Albion is the loss in population of children ages 14 and under. Between 2000 and 2010, there was a decrease of about one-third of the size of the 5 to 9 and 10 to 14 age groups. This trend has had adverse effects on K-12 school enrollment.

Table 9: Population: Ages 5 to 24 Years

	Number 2000	% of Pop	Number 2010	% of Pop	% Change 2000-2010
Under 5 years	606	6.6	574	6.7	-5.3
5 to 9 years	752	8.2	525	6.1	-30.2
10 to 14 years	621	6.8	439	5.1	-29.3
15 to 19 years	1,019	11.1	1,129	13.1	10.8
20 to 24 years	1,159	12.7	1,364	15.8	17.7

SOURCE: U.S. Census Bureau

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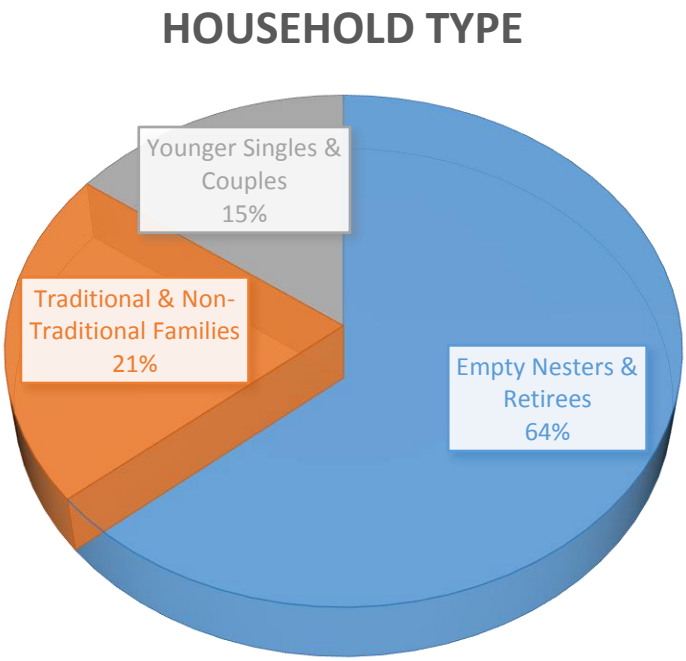
Life Stage

Life stage denotes the stage of life of a given household – ranging from initial household formation, through family formation, empty-nesting, to retirement. Of the 2,785 households estimated in Albion in 2015, nearly 64% are comprised of "empty nesters and retirees".

Table 10: 2015 Household Classification by Life Stage
City of Albion, Calhoun County, Michigan



SOURCES: The Nielsen Company; Zimmerman/Volk Associates, Inc.

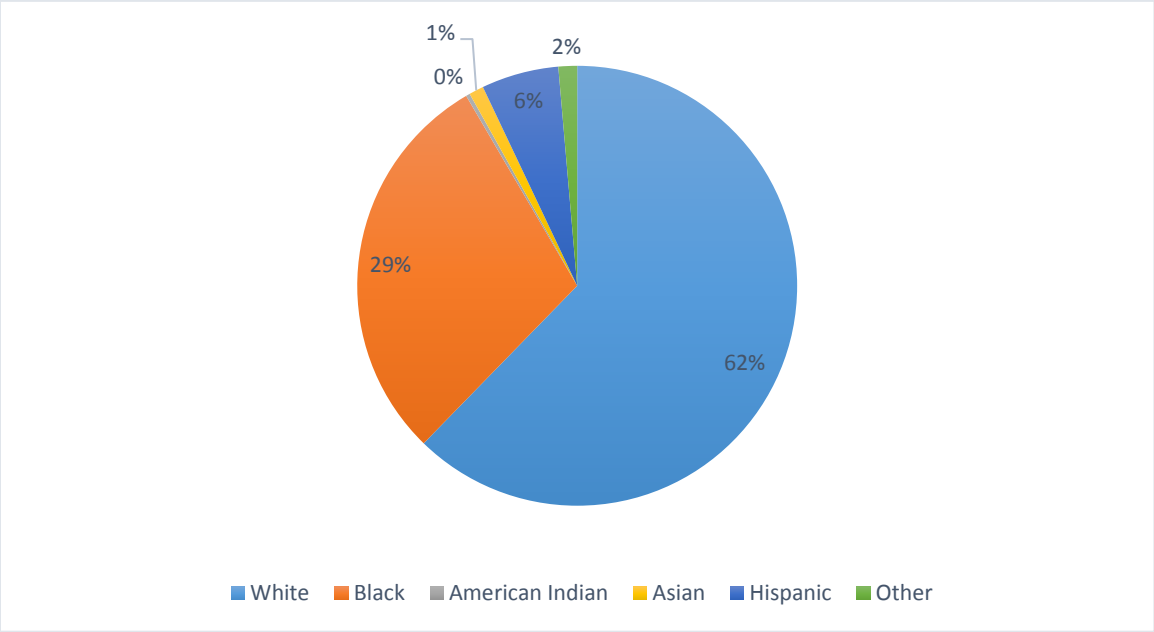
Racial Composition

Table 11 below depicts the racial composition of the City of Albion as of 2010. Over the last 20 years, the racial makeup of the city has remained fairly consistent, although there have been slight fluctuations in the actual percentages. As of the 2010 Census, nearly two-thirds of Albion's current residents were White. Nearly one-third were Black. In previous years, between the years 1950 and 1980, the racial composition underwent a significant shift with an inverse trend between the City's White and Black populations. The Black population

increased in both absolute and relative terms. Between 2000 and 2010, the City's Hispanic population increased in absolute terms from 416 to 500. This is consistent with regional and national trends concerning the increasing number and percent of Hispanics in the population. In previous years, the "Hispanic or Latino" classification underwent several changes in definition. As a result, the decrease in absolute numbers between 1980 and 2000 may be a statistical aberration.

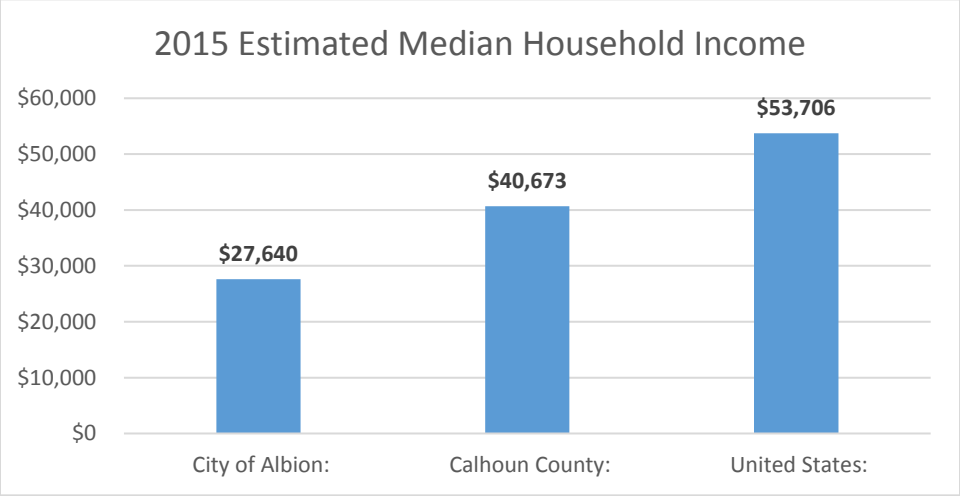
Table 11: Racial Composition

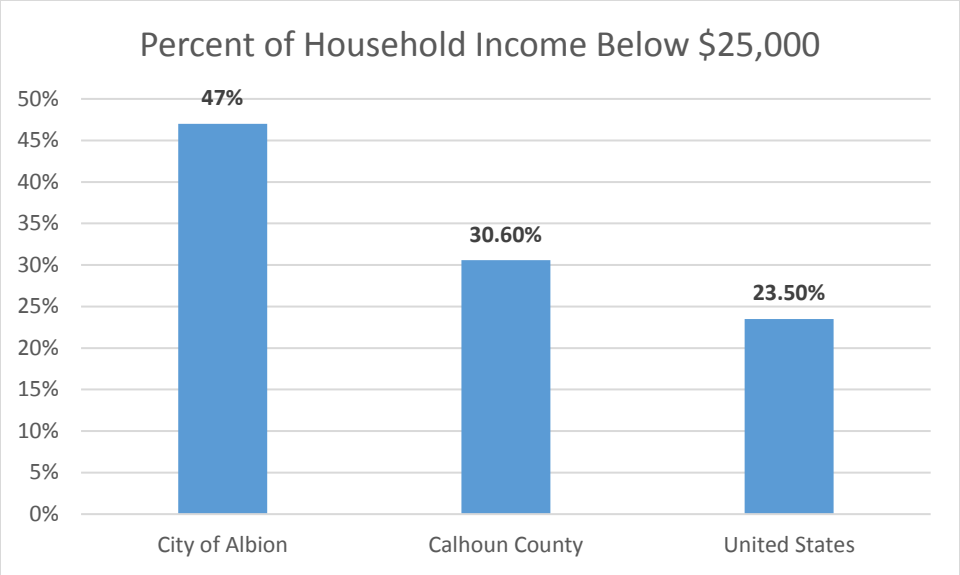
Source: US Census 2010



Income

Table 12: Income





SOURCES: U.S. Bureau of Census; The Nielsen Company; Zimmerman/Volk Associates, Inc.

In 2015, the Nielsen Company estimates Albion's median household income in the city at $27,640, which is about 51% of the national median of $53,706 and about $13,000 less than the county median. During this period, nearly 47% of Albion's households had incomes below $25,000.

Workforce

As a result of macroeconomic changes, automation, decentralization, and relocation of manufacturing operations and jobs, unskilled workers and youth have been the hardest hit by the economic restructuring that has taken place in the American economy. As of 2015, over 42% of Albion's residents over age 16 were not currently in the labor force. People "not currently in the labor force" include stay-at-home parents, who have not held and are not looking for jobs, the elderly, and the chronically sick and disabled. In addition, this count includes many "prime age workers" who are discouraged and disillusioned and have disinvested and given up on trying to find a job. These individuals have left the workforce.

"The Molder" Statue

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Table 13: Employment Status

2010-2014 American Community Survey 5-Year Estimates

Subject	Albion city, Michigan			
	Total	In labor force	Employed	Unemployment rate
	Estimate	Estimate	Estimate	Estimate
Population 16 years and over	6,862	53.8%	43.5%	19.2%
AGE				
16 to 19 years	884	36.4%	30.0%	17.7%
20 to 24 years	1,173	72.2%	54.8%	24.1%
25 to 44 years	1,692	81.7%	65.6%	19.7%
45 to 54 years	809	67.9%	56.1%	17.3%
55 to 64 years	1,019	46.2%	38.4%	17.0%
65 to 74 years	652	13.8%	13.8%	0.0%
75 years and over	633	4.7%	4.7%	0.0%
RACE AND HISPANIC OR LATINO ORIGIN				
One race	6,724	53.0%	43.7%	17.5%
White	4,779	55.5%	48.8%	12.1%
Black or African American	1,804	45.3%	28.9%	36.1%
American Indian and Alaska Native	59	78.0%	78.0%	0.0%
Asian	39	76.9%	76.9%	0.0%
Some other race	43	39.5%	23.3%	41.2%
Two or more races	138	92.0%	31.2%	66.1%
Hispanic or Latino origin (of any race)	284	63.4%	37.3%	41.1%
White alone, not Hispanic or Latino	4,585	55.4%	49.4%	10.7%
Population 20 to 64 years	4,693	69.2%	55.4%	20.0%
SEX				
Male	2,142	71.9%	53.4%	25.8%
Female	2,551	67.0%	57.0%	14.9%
POVERTY STATUS IN THE PAST 12 MONTHS				
Below poverty level	1,467	50.9%	27.5%	46.0%
DISABILITY STATUS				
With any disability	754	28.8%	19.6%	31.8%
EDUCATIONAL ATTAINMENT				
Population 25 to 64 years	3,520	68.2%	55.5%	18.6%
Less than high school graduate	384	31.5%	19.5%	38.0%
High school graduate (includes equivalency)	1,224	66.4%	50.2%	24.4%
Some college or associate's degree	1,194	68.3%	57.6%	15.7%
Bachelor's degree or higher	718	90.8%	80.4%	11.5%

In reading Table 13, it should be noted that American Community Survey (ACS) is an ongoing statistical survey conducted by the U.S. Census Bureau. Although the numbers are estimates, the data is useful in helping to understand certain characteristics within the community. Business users, including those who make site location decisions, have access to the same data.

The City of Albion and Albion Economic Development Corporation (EDC) serve as intermediaries between the city's workforce and employers and the region's workforce development network. The City and EDC respond to employers by making appropriate connections to resources and networks that deliver qualified candidates. The City and EDC work with local partners to help workers build their capacity, in order to compete for and perform in 21st century jobs. This underscores the importance of developing a local and regional education-to-employment system to prepare Albion's workforce for 21-st century careers. Centers like the Regional Manufacturing Technology Center (RMTC), operated by Kellogg Community College and located in the Fort Custer Industrial Park in Battle Creek, are key to the development of Albion's workforce. RMTC provides a five-week introductory program for manufacturing skills that is customized for the manufacturers located in the industrial park and elsewhere in Calhoun County.

Albion EDC Industrial Park

In addition, the City supports employers' talent attraction efforts by creating the atmosphere necessary to attract new talent. Through place making efforts, which are discussed later in the Comprehensive Plan, the City can help create the vibrant downtown and walkable communities sought by young professionals. One important assumption of the Comprehensive Plan update is an understanding that the quality of housing impacts the attractiveness of the city, which impacts the level of artistic and cultural activity, which impacts the number of entertainment options, which impacts the attractiveness to talented and skilled workers, which impacts the level of economic activity.

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Table 14: Commuting Patterns

	Residential employment	Barry	Branch	Calhoun	Kalamazoo	St. Joseph
County employment		22,564	19,496	47,330	87,581	21,754
Barry	11,005	6,928	27	334	353	29
Branch	12,476	49	6,630	912	227	723
Calhoun	49,979	2,175	1,459	26,972	5,366	632
Kalamazoo	102,330	2,251	754	4,038	58,550	2,480
St. Joseph	19,030	115	1,050	386	1,555	10,238

SOURCE: Upjohn Institute for Employment Research

Redevelopment of housing in Albion is important not only to its existing residents, but also in the talent attraction efforts of businesses located within the local area and those throughout the region. The existing workforce is very mobile. People who are in the labor market are willing to commute to neighboring areas for employment. For example, Table 14 shows that in 2012 there were nearly 50,000 jobs in Calhoun County; however, of the 47,330 employed residents fewer than 27,000 of them worked within the county.

Table 15: Employment Change

							Change 2003-2013	
	2003	2005	2007	2009	2011	2013	Number	% Change
Calhoun	60,131	59,209	59,209	52,953	53,962	55,362	-4,769	-7.9%

Source: The Upjohn Institute for Employment Research

Table 16: Employment Change in Manufacturing, 2003 to 2013

							Change 2007-2013		Change 2003-2013	
	2003	2005	2007	2009	2011	2013				
Calhoun	13,862	13,847	13,297	10,432	10,700	11,465	-1,832	-13.8%	-2,397	-17.3%

Source: The Upjohn Institute for Employment Research

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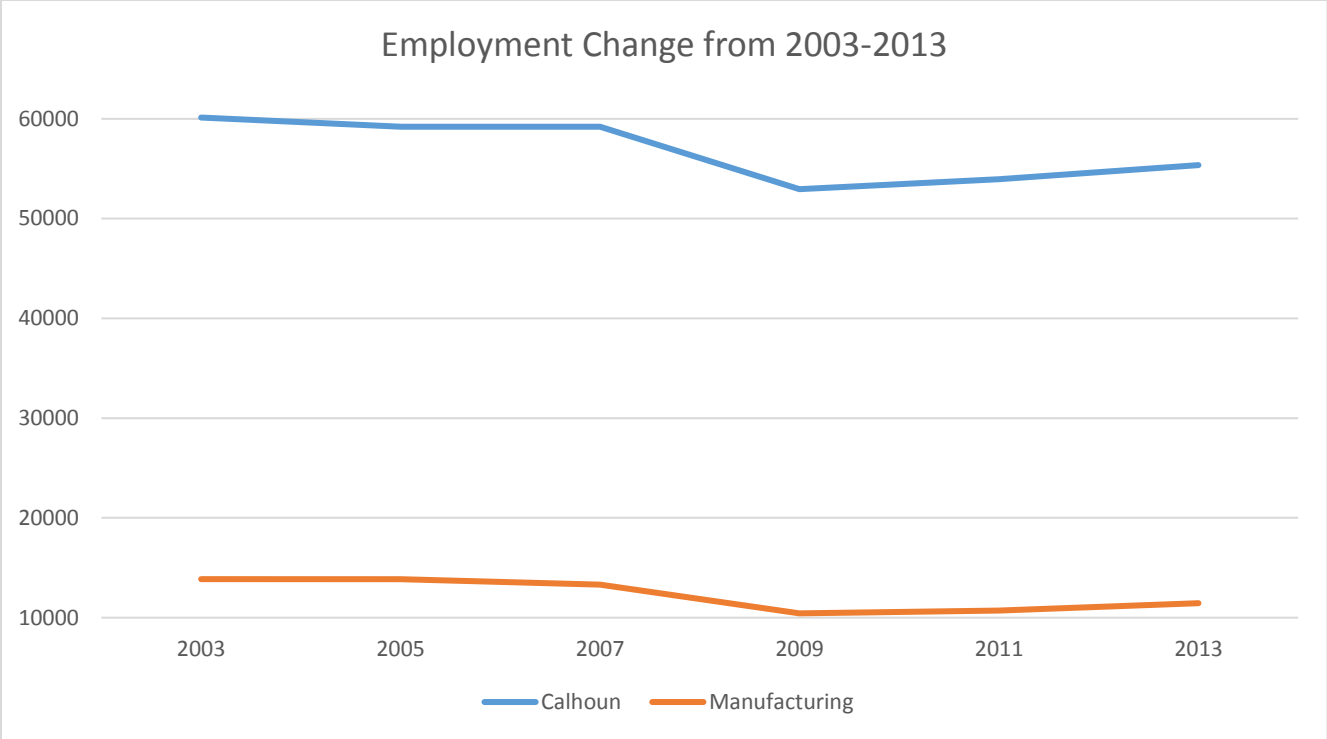

From 2003 to 2013, a shift took place in the economic base within the five-county area served by the Southcentral Michigan Planning Council (SMPC). Throughout the region, employment fell by 13,200 jobs, nearly 6.0%. Calhoun County lost over 4,700 jobs. However, as employment in the manufacturing sector decreased, employment in healthcare and other service sector activities increased. One question for Albion to consider is whether there are niche opportunities within the healthcare sector to meet the needs of its community, especially the senior and disabled populations. Nursing and residential care facilities are examples of industries that meet a need within the population and create jobs. Although jobs in other sectors are important, manufacturing continues to be a vital base industry. Most manufacturing products are sold to customers outside of the county and region, which draws money into the local economy.

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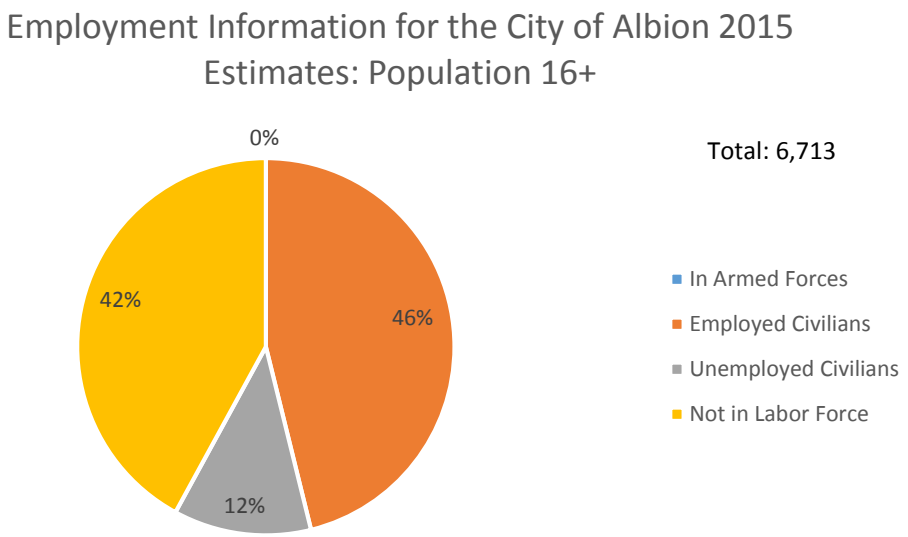
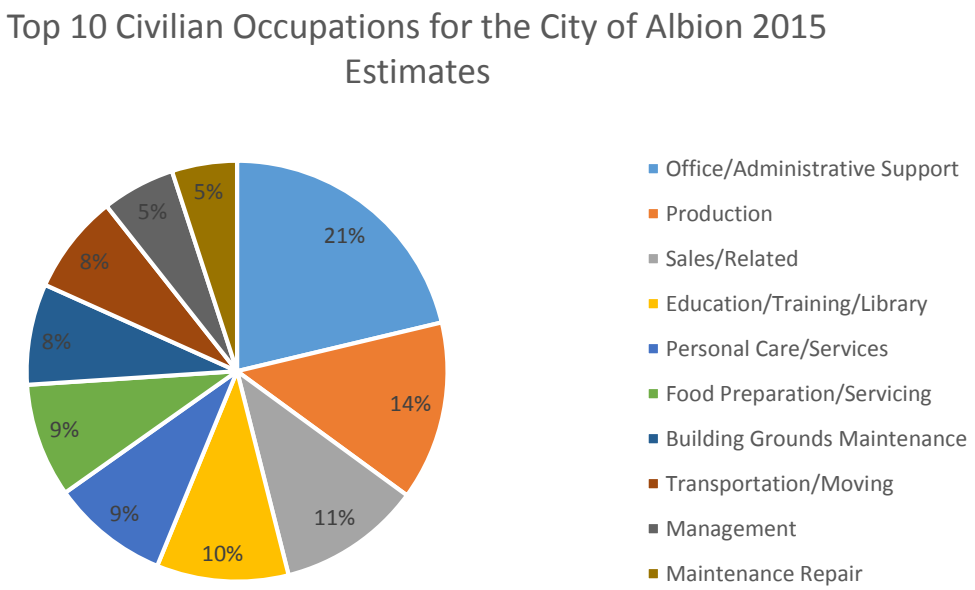
Table 17: Employment Information

City of Albion

2015 Estimates

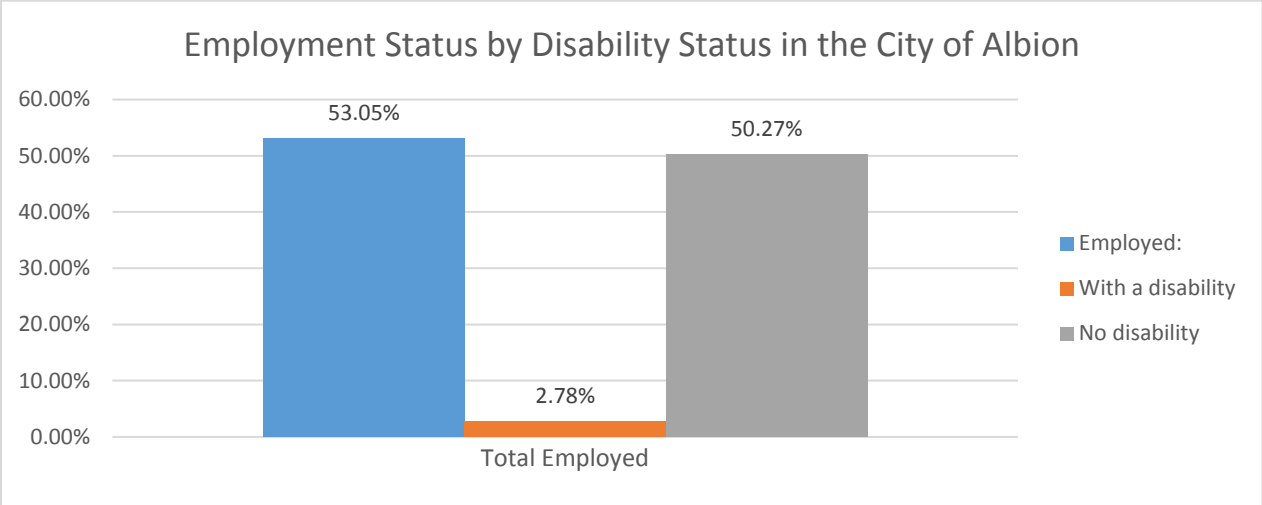


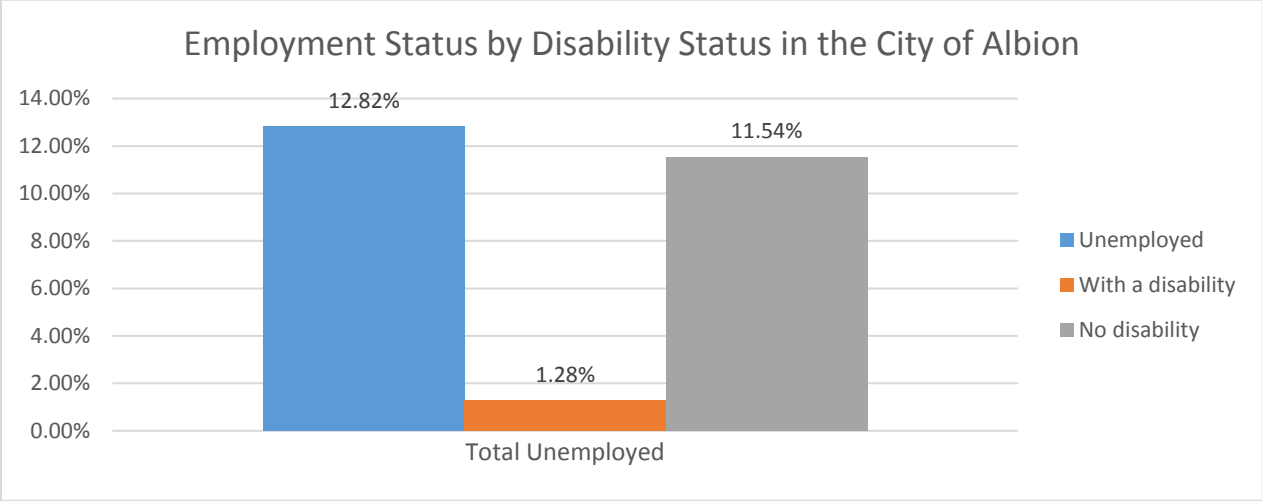


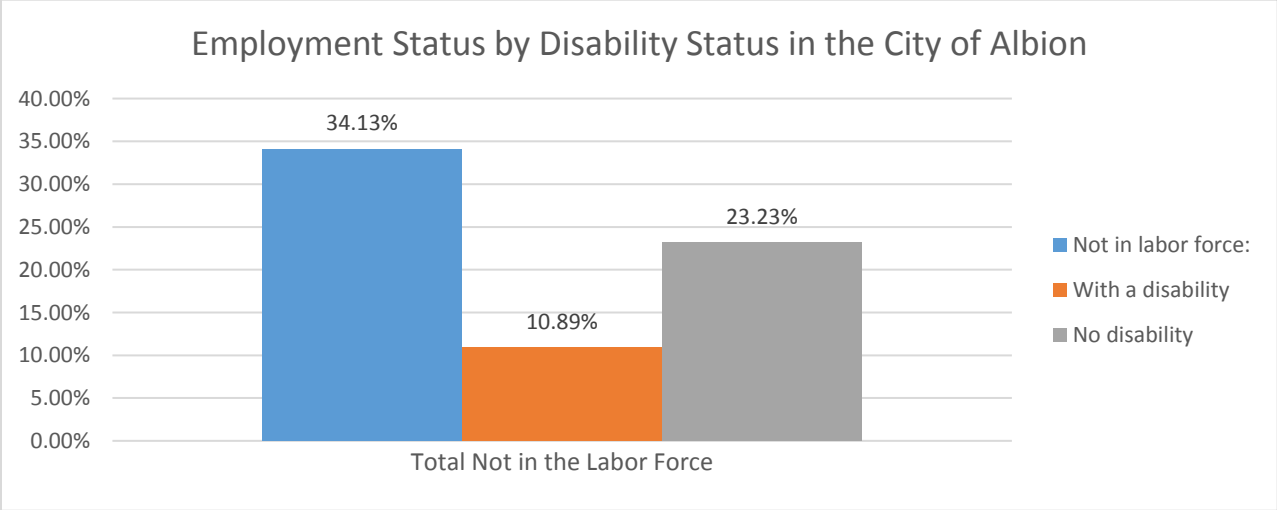
SOURCES: U.S. Bureau of the Census; The Nielson Company; Zimmerman/Volk Associates, Inc.

Table 18: Employment Status by Disability Status

City of Albion: Civilian population 18 to 64 years
2010-2014 American Community Survey 5-Year Estimates







http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_14_5YR_C18120&prodType=table

Poverty

The U.S. Census Bureau estimates that in Albion in 2014, including children, there were 2,702 people below poverty level. In many instances, children whose parents are not currently in the labor force lack educational qualifications and social and other skills and unable to rise out of poverty.

According to the 2000 Census figures, nearly 32% of the population received Social Security income. Eight percent or 264 households received public assistance. About 7.6% of the population received Supplemental Security Income.

Table 19: 1999 Government Transfer Payments

Households	3,291	100%
With Social Security Income	1,406	31.8%
Mean Social Security Income (dollars)	$ 10,634	
With Supplemental Security Income	249	7.6%
Mean Supplemental Security Income (dollars)	$ 4,931	
With public assistance income	264	8.0%
Mean public assistance income (dollars)	$1,717	

SOURCE: U.S. Bureau of the Census

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Plan Elements

NEIGHBORHOODS

Strengthen and beautify Albion's neighborhoods

Urban infill and Brownfield Redevelopment

The City is collaborating with a diverse array of stakeholders to redevelop and rebuild its neighborhoods and create a more vibrant community. Albion has an aging housing stock. Almost 54% of the city's housing stock was built prior to 1950. Less than seven percent of all units were built since 1980. In 2015, almost 20 percent of all city housing units were estimated to be vacant. Of the 2,785 occupied units, 43.6% were rented and 56.4% were owner-occupied. Community residents and leaders recognize the need to increase the availability of housing options.

Albion is a diverse community. Albion College, a premiere four-year residential college, attracts an influx of academic talent, both in terms of students as well as faculty and staff. At the other the end of the spectrum, Albion's senior citizens are an integral part of the fabric of the community. Therefore, it is important that the City's housing strategy range from the development of loft apartments to considering the array of options available for seniors, including assisted living. A number of respondents to the Community Input Survey expressed concern regarding the lack of options for senior housing. Several respondents indicated that there is a demand for condominiums and cited examples of people who have left the community because these options are not available. As new housing products are developed, it will be important to consider issues of accessibility and accommodations of barrier-free design, in order to allow all persons, regardless of ability, weight, height, or age, equal access to facilities.

A target market analysis (TMA) produced by Zimmerman/Volk Associates reports that there is demand for new housing units in and around downtown Albion. Approximately 42% of the potential housing market is comprised of young singles and couples, about 35% represent families, and 23% are empty nesters and retirees. According to the TMA, about 38% currently live within the City, approximately 32% live elsewhere in Calhoun County, with the balance being drawn from neighboring counties and elsewhere. Their housing preferences include apartments, townhouses, and single-family houses. Although there is demand for smaller rental units and a diverse array of product types, there is a disconnect between available housing units and the preferences of many in the housing market. Most of Albion's available housing units are single-family houses. Over 69% of the city's 3,478 housing units are single-family detached houses. However, nearly 65 percent of all households in Albion contain just one or two persons. The TMA encourages development of rental units, especially on the upper floors of commercial buildings that are along or adjacent to Superior Street, the main corridor in Albion's central business district. Mixed-use developments blend residential and other uses and create economic activity.

The introduction of new and/or renovated market and affordable-rate units in and around the downtown area will create a healthier balance of housing types and incomes. Between now and 2022, an estimated 432 housing units could be absorbed in and around the downtown area. This

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includes both market-rate and affordable apartments, townhouses, single family houses, lofts and condominiums.

Nationwide, there has been a significant shift in preferences from suburban subdivisions toward mixed-use, walkable urban neighborhoods. The two largest generations in American history – Baby Boomers (born between 1946 and 1964) and Millennials (born between approximately 1982-2000) are having a significant influence on housing markets. Many are singles or couples without children. Due to a combination of economic and lifestyle preferences, including their recollection of the housing market collapse in 2008, many prefer to rent rather than own and enjoy living in downtown areas. A critical mass of residential housing in the downtown increases the density and contributes to the vibrancy of the downtown. As more people live downtown, spending is increased in the downtown.

Albion has a significant number of retirees. In 2015, there were 545 households that would be considered "Struggling Retirees" with income largely from Social Security, supplemented by small pensions. Nearly all live in substandard housing. Some of Albion's seniors would prefer to live in dwelling units that require minimal upkeep and low maintenance expense, and if given appropriate housing choices, would choose to remain in their current neighborhoods. There is an opportunity to stabilize neighborhoods by raising awareness of resources to assist seniors in staying in their homes, encouraging homeowners to improve their homes, and providing new homebuyers with information about available financing tools and incentives. Homeownership helps to instill a sense of pride and create a more stable local economy.

Working in partnership with the Calhoun County Land Bank, the City of Albion has and is taking steps necessary to eliminate blight, encourage infill housing development, and attract private investment. In preparation for infill development, the Land Bank has demolished a number of blighted residential structures in the neighborhood that is located west of South Superior Street, south of West Cass, and north of West Erie. The Urban Renewal Area (also known as the Renaissance Area) is another priority area for infill housing development.

Blight elimination was noted as a major concern by a number of participants in the Community Input Survey. Some people did acknowledge the work that the City is doing to address this problem. Others called for greater code enforcement.

Redevelopment of abandoned industrial facilities, which are located in close proximity to residential areas, can spark the revitalization of surrounding neighborhoods. Through adaptive reuse, historic buildings like the former Sheldon Hospital can be repurposed and used for something other than the purpose for which they were originally built. Today, the Sheldon Place Apartments, the most expensive apartments in Albion, are fully occupied with a waiting list. At most, only one or two units become vacant each year and are quickly filled. Unfortunately, the lack of this type of high quality housing has forced residents seeking it to leave and prevented others from relocating to Albion. Regardless of the price point, the City encourages through thoughtful planning the revitalization of underutilized and vacant properties.

According to the TMA, downtown artist housing could potentially be developed through the use of Low-Income Housing Tax Credits (LIHTC). Artists who do not have high incomes could likely qualify for income-restricted units, as has been the case with many developments across the country. A

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requirement would be that at least one member of the household have a portfolio review by a qualified committee established for that purpose. The LIHTC program can be augmented with federal historic tax credits to redevelop buildings within an historic district. Artspace Project, Inc., in Minneapolis, Minnesota, has used this strategy and provided consultation for similar redevelopment projects around the country.

Objectives

1. Develop and implement a neighborhood revitalization strategy to eliminate blight, improve public safety and environmental health, and strengthen residential areas as well as former industrial sites that are in close proximity to neighborhoods (1-10 years)
2. Expand, diversify and market housing options to meet the needs of residents of varying life stages, life styles and income levels (e.g. Senior/retirement living, College corridor neighborhood, downtown lofts, affordable and low income housing, etc.) (1-10 years)
3. Develop and implement a certification/registration program for rental and vacant properties (1 year)
4. Highlight progress and achievements as part of the City's comprehensive marketing strategy (1-10 years)

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EDUCATION

Support and strengthen a Pre-K through 16 education system for the community

In May 2016, Albion merged and consolidated its school district with its neighbor, Marshall. Albion voters made the difficult decision to approve the annexation, in order to deal with the challenges of declining enrollment and revenue. Through a cooperative agreement, Albion's high school and middle school age children were already attending Marshall Schools. Many factors must be considered in handling this complex phenomenon of bringing together two historic sports rivals with racially, culturally, and socioeconomically different student populations.

Participants in the Community Input Survey expressed that education is a very important issue and a deciding factor for many parents with school age children.

Objectives

1. Continue joint meetings with Marshall Public Schools, Albion College, other area schools and community partners to assess, document and support a comprehensive, "post-annexation" K-16 education strategy. An important element would be a communications plan to share information and inform the parents and guardians of Albion's school-age children. (1-2 years)
2. Strengthen and promote City programs (summer and after school tutoring, the arts, recreational programs, etc.) that support youth in and around Albion (1-5 years)
3. Partner with area school districts, the Albion Recreation Department, the Albion District Library, neighborhood organizations, the Build VISTA Team, Albion College, and other partners to develop educational opportunities outside of the classroom for all school-age children in the Albion (49224) area. (1-2 years)
4. Utilize Albion College and other institutions of higher education to support college preparation and access. Strengthen the Albion College Access Network. (1-2 years)
5. Highlight progress and successes in the educational arena as part of the City's comprehensive marketing strategy (1-10 years)

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BUSINESS GROWTH AND DEVELOPMENT

Retain and attract jobs to Albion by supporting business growth and development

Economic development looks at the flow of activity within the community due to the health, growth, and attraction of companies as well as the development and attraction of talent. The Albion Economic Development Corporation (EDC) is the City's lead economic development organization and works to assist and recruit business and industry in the greater Albion area. The City contributes to this partnership in a number of ways, which ranges from tapping into networks that build workforce capacity to leveraging public sector incentives to assist with business growth and development. In the context of the Comprehensive Plan, the City's contribution also includes making zoning ordinance decisions that spur commercial and industrial growth.

Another manner in which the City of Albion contributes to economic growth and development by creating the physical and cultural amenities that help employers attract new talent. For example, the downtown is in close proximity to Albion College. The College is taking proactive steps to redevelop housing in the blocks between Superior Street and Albion College. Not only will this benefit Albion College, but it will also benefit local companies in their efforts to attract professional and technical workers. The City contributes to this type of development in a number of ways, including facilitating the demolition of abandoned sites, taking steps necessary to ensure that zoning ordinances do not prohibit desired development, and attracting public sector funding to make redevelopment projects happen.

The City of Albion recognizes the importance of trained and skilled workforce. The City will work with workforce development partners and key stakeholders to train and prepare workers, who are able to compete for jobs throughout the region, enabling companies locally and throughout the region to better compete in the global market place.

In addition, the EDC and City will work to strengthen the local business support network and help existing businesses and entrepreneurs to access it. Through its business incubator, the EDC has hosted dozens of young companies and initial ventures that have developed into successful businesses. Business development activities include helping companies access new markets through procurement, exports, and business to business (B2B) opportunities.

The City desires to be both strategic and realistic in identifying ways to diminish the flow of dollars that leave the community through sales leakage. This occurs when consumers make purchases outside the local area either at a physical location or online. In being strategic, the City desires to identify niche businesses that will draw local residents to shop in Albion on a frequent basis and that will even appeal to visitors. In being realistic, the City recognizes that in certain consumer categories it will be difficult for local businesses to compete on price, given the economies of scale achieved by major retailers and big-box stores.

Farmers Market and Food Hub

Farmers markets benefit community members by increasing their access to fresh fruits and vegetables and keeping farming in Michigan a viable business. Farmers markets add to a community's quality of life. In colder months, Albion's farmer's market moves indoors to the site of the Albion Food Hub. The Food Hub includes a business incubator and commercial kitchen for those interested in growing businesses in the food industry.

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Kitchen space, including stoves, burners, pots, pans, etc. can be rented to community members with the desire to develop their own products for potential sale at the Food Hub. The facility may also be rented for users who need the facilities to cook large amounts of food for private events like weddings or graduation parties. With the farmers market and Food Hubs, local families and community members have better access to fresh, healthy food, locally grown fruits and vegetables at reasonable prices. Community gardens have also been a means of helping local residents contend with food insecurity—not being certain that they would always get enough to eat -- educating them on the process of growing a variety of fruits and vegetables from seeds, allowing them to prepare meals together based on food items that have harvested, developing a work ethic and even developing entrepreneurial skills by allowing participants to sell products at the Albion Farmer's Market, the French Market held annually in June, and to employees in the public schools and at the college. Community gardens in urban areas provide a positive use for vacant land and a local food source.

Objectives

1. Work closely with Albion EDC, the Chamber and other partner entities to support local businesses with a proactive business retention and development strategy (1-3 years)
2. Encourage broader participation with local stakeholders (public, private, non-profit, higher education, civic, and business) in the formulation of Albion's economic diversification strategy (1-3 years)
3. Take proactive steps to connect Albion's talent base with employment opportunities (e.g. partnering with Michigan Works, Albion College Career & Internship Center, etc.) (1-3 years)
4. Take all of the necessary steps to have Albion certified by the Michigan Economic Development Corporation as a Redevelopment Ready Community (1-2 years)
5. Continue support for programs and initiatives that foster entrepreneurship (e.g. promote Albion business incubators and encourage minority, youth, and other business development) (1-10 years)
6. Highlight the progress of Albion's economic development strategy within the framework of the City's comprehensive marketing strategy (1-10)

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DOWNTOWN REVITALIZATION

Stabilize the downtown and enhance its historic character

According to leadership guru John Maxwell, "Momentum is the most powerful force for change." Momentum is hard to gain, but once it begins to build, it becomes a source of energy that fuels change. Momentum is building in downtown Albion with significant investments in anchor projects like the renovation of the Bohm Theatre, restoration of the Mary Sheldon Ismon House, and construction of a new hotel.

The beautifully restored Bohm Theatre, which reopened in the fall of 2014, has been a significant catalyst in the revitalization of downtown Albion. The project involved the exterior and interior historic renovation of the 1929 landmark theatre. An important community gathering place was restored with the historic rehabilitation of the Mary Sheldon Ismon House, located at 300 S. Clinton. The Ismon House is listed as an eligible property in a National Register of Historic Places. A $9.2 million project is underway to construct a four-story, 72-room boutique hotel at the corner of Superior and Porter streets. The hotel would house a restaurant, conference and ballroom space.

With the increased numbers of young adults/Millennials and Baby Boomers wanting to live in high-density, walkable neighborhoods, it is important for Albion to make the downtown area an attractive place to live, work, and play. A few participants in the Community Input Survey expressed concern regarding the condition of downtown storefronts. The Michigan Main Street program could be a tool to assist with the beautification and restoration of downtown storefronts.

In addition to the Bohm Theatre, the downtown is home to Kids 'N' Stuff Children's Museum. Museums and other cultural attractions can be primary destinations/trip generators as well

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as supplemental attractions and activities for tourists already in an area for other reasons. Museums serve local residents, visitors on day trips from outside the local area, as well as those who stay overnight in the local area. The economic impact of museums is measured as the direct sales of museum admission and purchases within the museum as well as the secondary sales and expenditures in the local area, which include shopping, restaurant meals, gas and lodging.

Recreation and Entertainment

Revitalizing the downtown is key to Albion's future. Community Input Survey respondents understand the importance of creating a vibrant downtown. Respondents recognized the importance and impact associated with special events like Swinging at the Shell and community festivals like the Festival of the Forks. However, the lack of entertainment options and nightlife was cited as a concern by some respondents. There is also demand for more restaurants. The image and vibrancy of the downtown is important in keeping and attracting all groups – young people, families, retirees, and visitors.

Albion College enriches the city with cultural and recreational amenities unusual for a town its size. The College's $3.5 million project to upgrade its athletic facility will liven the athletic arena portion of the campus, which could have a spillover effect on downtown commerce. The Nancy G. Held Equestrian Center, which opened in the fall of 2004, regularly hosts events for regional horse organizations. The Held Center is a 340-acre resource intended to draw community members and those from surrounding communities who are interested in equine sports and will be another economic engine for the community.

In addition, the City desires to be both strategic and realistic in identifying ways to diminish the flow of dollars that leave the community through sales leakage. This occurs when consumers make purchases outside the local area either at a physical location or online. The City desires to be strategic in identifying niche businesses that will draw local residents to shop in Albion on a frequent basis and that will even appeal to visitors. The City desires to be realistic in recognizing that in certain consumer categories it will be difficult for local businesses to compete on price, given the economies of scale achieved by major retailers and big-box stores.

Historic Preservation and Rehabilitation

Historic preservation protects the historic building stock and transforms aging structures into buildings that contribute to the vibrancy and economic revitalization of communities. The Superior Street Commercial Historic District is listed on the National Register and two other districts -- the Eaton/Superior Residential District and the Albion Historic District -- are eligible to be listed on the National Historic Register. In addition to the Bohm Theatre and the Mary Sheldon Ismon House, other historic assets include the Gardner House Museum, a preserved historic

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building, and a Carnegie library built in 1919, which houses the Albion Public Library. Albion College also has at least two Michigan registered historic buildings.

Objectives:

1. Strengthen and better utilize the Downtown Development Authority (3-5 years)
2. Attract commercial development to the downtown that will serve the needs of the community and complement the existing mix of businesses (e.g. restaurants, retail, entertainment, etc.) (3-5 years)
3. Analyze and evaluate the City's parking situation and create a plan for improving parking management and balancing parking space supply with demand. (1-3 years)
4. Monitor the balance of non-profit (i.e. tax exempt) and revenue generating (i.e. tax base) development in the downtown district (1-10 years)
5. Explore the establishment of a historic district commission (1 year)
6. Continue to create incentives and attractions for residents, college students and tourists to visit the downtown (e.g. Hotel, Bohm Theater, Kids N Stuff, the Ludington Center) (1-3 years)
7. Highlight progress of downtown development efforts within the context of the City's comprehensive marketing strategy (1-10 years)

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MAJOR CORRIDORS

Focus planning and resources to enhance and transform the city's major corridors

The City of Albion has several important gateways and corridors leading into the community and connecting it to other communities, i.e. downtown commercial district, Albion College, the I-94 Business Corridor, Austin Avenue and the south entrance on M-99. There is an opportunity to enhance major gateways, develop strong and consistent visual themes along these corridors, and stabilize them. This would include improving the gateways into the City with attractive landscaping, streetscape, and signage; establishing strong visual themes and physical linkages to strengthen connections between the corridors, and improving access for walking and biking.

Objectives:

1. Develop a Corridor Improvement Plan that strengthens the visual and physical connections between the Downtown Commercial District, Albion College, the I-94 Business Corridor, Austin Avenue and the south entrance on M-99. (1-2 years)
2. Enhance the City's major gateways (as described above) with appropriate landscaping, street-scaping, and signage (1-10 years)
3. Explore the possibility of establishing a Corridor Improvement Authority (1 year)
4. Work with surrounding communities to extend/connect Albion's major corridors to the region (e.g. establishing an MLK corridor between Albion and Marshall, and complementing corridors with non-motorized, regional trail systems) (1-5 years)
5. Highlight progress and achievements in the City's comprehensive marketing strategy (1-10 years)

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PARKS AND RECREATION

Enhance and protect the environment

In the fall of 2015, the City of Albion Parks and Recreation released its 2016-2020 Master Plan. The Master Plan focuses on: (1) maintenance and improvement of the current parks and recreation system; (2) ensuring that there are sufficient recreational opportunities within walking distance of low-income neighborhoods; (3) enhancing recreational opportunities associated with the Kalamazoo River and the parks along the river and associated with the river trail; (4) addressing access to and safety within the park system; and (5) ensuring that, whenever possible, all applicable policies and environments promote physical activity.

The City of Albion owns and maintains approximately 100 acres of parks and trails. The 17 developed city parks range in size and scale from mini-pocket parks to the nearly 40-acre Victory Park. The facilities and amenities provided in these parks include a range of options, such as playground, canoeing, ball fields, basketball courts, shuffle board, and a disc golf course. The City also maintains five properties that have not been designated permanent parks or open spaces, but are being utilized in this fashion. These include a dog park, memorial garden, and landscaped greenspaces. Finally, the 1.6 mile Albion Rover Trail along the Kalamazoo River bisects the city from Victory Park to Harris Field.

Albion's riverfront and parks are important community assets that provide recreational opportunities and offer places for solace and reflection, and contribute to placemaking and the overall quality of life. The Community Input Survey confirmed that the people of Albion value its parks and natural areas. Respondents rated these amenities as "important" to the health of the community. One respondent suggested the creation of a splash park or skate park. The future of the Kalamazoo River dam, the millrace, and maintenance of the swimming area of the Rieger Park Pond were concerns raised by another respondent.

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Victory Park Playground

Albion is located along the North Country National Scenic Trail.

TRANSPORTATION

Improve Albion's transportation network to accommodate and promote various modes, including walking, biking, automobiles, passenger rail and public transportation

The I-94 business loop is a 4.4 mile Michigan highway that runs south from I-94 along Eaton Street, west along Austin Avenue, then south via Superior Street into downtown Albion. M-99, a state trunkline also runs through Albion which terminal point in Lansing to the north and Ohio to the south. The Michigan Department of Transportation has scheduled a $4 million reconstruction of M-99 (Superior Street) within the downtown in 2017. The project includes the replacement of bricks, concrete base, subbase, curb and gutter, storm sewer system, water main, sidewalk, and trees.

Table 20: Transit

2015 Estimates

Transportation Access

	Albion	Calhoun County	United States
No Vehicle Ownership	13.7%	8.1%	9.1%
Own 1 vehicle	44.6	37.4	33.9
Walk to Work	17.2	3.8	2.8
Take public transportation to work	0.0	0.6	5.0

SOURCES: U.S. Bureau of Census; The Nielsen Company; Zimmerman/Volk Associates, Inc.

Overall, Albion residents have lower rates of automobile ownership than the nation as a whole. In 2015, the Nielsen Company estimated that 13.7% of Albion's population did not own vehicles. This is in comparison with 8.1% of Calhoun County and 9.1% of the United States population. A substantially large percent of the population – 17.2% -- walked to work. This is in comparison with 3.8% and 2.8% of the population of Calhoun County and nationwide, respectively. So few people in Albion use public transportation as a means to get to work that it registered at 0.0% in comparison with .6% county-wide and 5% on the national level.

In 2000, it was estimated that 3.0% of Albion's population worked at home and the mean travel time to work was 15.8 minutes.

Working in partnership with AmeriCorps VISTA volunteers, the Albion City Transportation Workgroup looks to raise awareness of existing transportation services that are available to the people of Albion. In addition, the City is collaborating with Michigan Works! and others to help Albion residents overcome transportation barriers that might prohibit them from obtaining and maintaining jobs within the city and the region.

Community Action, the Albion-Marshall-Connector, and private taxi companies provide transit services for Albion and its surrounding areas. Community Action specializes in providing curb-to-curb services in Calhoun County for seniors age 60 and over and disabled persons age 18 and over. Community Action transports its clientele to medical appointments, handle grocery shopping and banking, places of employment, congregate meal centers, and other necessary trips. The Albion-Marshall Connector serves a broader audience and provides

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intercity bus services between Albion and Marshall. The service has been in operation since 2014, when the City of Marshall expanded its offerings to bridge the 12-mile gap between both the two communities.

Community Action provides services to its targeted clientele on a donation basis. The Albion-Marshall Connector charges a nominal fee. Both services operate mainly on weekdays and Saturday mornings. Albion's most active taxi service offers more flexibility in scheduling. However, its moderately priced fares are still cost-prohibitive for certain segments of the population.

Albion is served by both Amtrak and Greyhound. Amtrak stops daily in Albion, which is located along the Wolverine passenger route between Chicago and Detroit. The Wolverine route continues north from Detroit reaching Pontiac. Albion's historic train station was built in 1882 and in the mid-1980's was restored to its original condition.

Non-Motorized Network

Albion's River Trail is an important community asset. The trail runs through Albion for 1.6 miles along the Kalamazoo River. Many towns around the country enjoy their trails as both a recreational and economic resource. A 2014 study released by the Michigan Department of Transportation reported that bicycling provides an estimated $668 million per year in economic benefit to Michigan's economy, including employment, retail revenue, tourism expenditure, improved health, and increased productivity. The City is looking to strengthen its connections with regional and even a national network of trails.

Albion is strategically located along the North Country National Scenic Trail (NCNST), one of the nation's longest hiking and backpacking trails, extending 4,600 miles from New York to North Dakota. The trail is administered by the National Park Service. Albion also has the opportunity to pursue a "Trail Town" designation, by identifying and promoting the amenities and attractions that would be of interest to trail users. Trail towns have developed systems of trails and created a welcoming environment with amenities like bike and kayak racks and picnic tables at access points. Wayfinding signage and kiosks encourage trail users to visit and patronize downtown businesses and use amenities like ATM machines, air at gas stations, or Internet access at the public library.

Water trails also translate into regional economic growth. As one of the cities located along the Kalamazoo River, Albion would benefit from its participation in a regional recreation plan, which would culminate in the creation of a water trail for the Kalamazoo River. The City has expressed its support of the proposed project, which is being spearheaded by the Southcentral Michigan Planning Council, the Pottawatomi Resource and Development Council and the Kalamazoo River Watershed Council. The water trail will cover the entire navigable portion of the river, approximately 120 miles.

Albion is poised to take the next step in leveraging its trails as an element within its economic revitalization strategy. Trails are good the health of local residents. They also link and connect people, which is good for the health of an economic region.

In addition to the recreational and economic benefits of developing a non-motorized network, the City recognizes the importance of building sidewalks, bicycle paths and pedestrian-friendly infrastructure to make walking and bicycling safer and more accessible for students who will continue to attend school within city limits.

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Objectives:

1. Develop a motorized public transportation plan working in conjunction with the Calhoun County Transit system, Albion-Marshall Connector and other strategic partners (1-2)
2. Develop a non-motorized transportation plan (1-2)
3. Encourage walking, biking and other recreation by strengthening Albion's non-motorized trail network within the city as well as its connections with the region's non-motorized network (e.g. Iron-Belle Trail, North Country Trail, Kalamazoo River Water Trail, etc.)
4. Establish Albion as a "Trail Town" (1-2)
5. Continue to work cooperatively with MDOT, AMTRAK and other regional transportation partners and authorities to coordinate and improve major streets and other public transit systems.
6. Highlight progress and achievements in the comprehensive marketing campaign for the City. (1-10)

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MUNICIPAL SERVICES: Deliver high-quality municipal services that improve the quality of life in Albion

Maintaining quality infrastructure is important to every aspect of community growth and development, ranging from sidewalk maintenance to facilitating the use of high-speed telecommunications and other technologies. A resounding number of respondents to the Community Survey registered strong dissatisfaction with the condition of certain roads and neighborhood streets. This is certainly the top infrastructure concern expressed by many survey participants. One respondent also expressed concern regarding the possibility of losing federal funding for the stoplights on Eaton/Watson and Michigan Ave/Clark.

Green infrastructure

The citizens of Albion value its existing green infrastructure, e.g. parks, trails, etc. The City of Albion is partnering with others to develop a regional green infrastructure vision for the region. Green Infrastructure is both a network of green space and natural areas in our communities, along with built techniques such as rain gardens and bio swales that preserve the function of the natural ecosystem to benefit residents of the region. Rain gardens along roads help clean the rain water before it enters our rivers and lakes. Green infrastructure is a mechanism to provide recreational opportunities for citizens, increase tourism, and protect water quality.

The City of Albion planned and secured funding for trail development and construction of green infrastructure for control of storm water runoff. Storm water runoff is a major problem for municipal sewer systems and can lead to the contamination of drinking water.

Encourage Green Development

Albion's revitalization strategy embraces and encourages sustainable development. The City of Albion encourages green development practices in public, commercial, educational, and residential buildings, at the onset of projects and in the initial stages of planning. Sustainable development meets the needs of the present while being mindful of and not compromising the ability of future generations to meet their own needs. Green development looks at improving the built environment while having a minimal impact on the natural environment. Green buildings make more efficient and effective use of the resources of energy, water, materials, and land. Beyond the environmental, social, and health benefits associated with green buildings, increasingly more studies make the case for the financial benefits in terms of the long run savings and payback from reduced energy and water consumption, reduced buildings' emissions, and improved and healthier work, learning, and living environments.

Green development ranges from reusing portions of existing structures, when possible, to minimizing impervious surfaces to reduce storm water handling/management, encouraging the creation of rain gardens and bio swales, green roofs, and the use of alternative energy.

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Objectives:

1. Develop/formalize a Public Services Plan to determine needed enhancements in city administration, public safety, community health, and overall municipal services.
2. Develop/update a Capital Improvements Plan to enhance and maintain quality technological and physical infrastructure. Infrastructure includes: Roads and sidewalks; parking; water, sewer, and storm sewer utilities (1 year)
3. Evaluate fiber optic communications and other emerging technology infrastructure in order to address the current and future needs of the community's diverse array of stakeholders (ongoing)

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Appendix 1: 2016 Comprehensive Plan Goals and Objectives

Goal 1

Forge local, regional and global collaborations that support the City of Albion -- its people, its needs and its opportunities.

Objectives

- Work in collaboration with local and regional partners and AmeriCorps VISTA volunteers to assess community needs, increase organizational capacity and expand access to education, health care, quality food, economic opportunity and the overall quality of life for all residents (1-3 years)
- Develop a local food culture through increased access to healthy food and nutrition education that utilizes community resources including businesses, farms, community gardens, farmers market, food hub, and other organizations (1-5 years)
- Strengthen and increase the number of strategic collaborations with global partners (e.g. Noisy-le-Roi and Bailly, France, the Albion College/Global Liberal Arts Alliance, etc.) that bring international perspective and attention to Albion (1-3 years)
- Develop and utilize a *Partnership & Collaboration Agreement* with appropriate community partners (tbd) to further define goals, objectives and roles (1-2 years)
- Develop a comprehensive marketing strategy, working in collaboration with partner entities, to promote Albion as a desirable place in which to live, play, study, and invest (1-5 years)

Goal 2

Strengthen and beautify Albion's neighborhoods

Objectives:

- Develop and implement a neighborhood revitalization strategy to eliminate blight, improve public safety and environmental health, and strengthen residential areas as well as former industrial sites that are in close proximity to neighborhoods (1-10 years)
- Expand, diversify and market housing options to meet the needs of residents of varying life stages, life styles and income levels (e.g. Senior/retirement living, College corridor neighborhood, downtown lofts, affordable and low income housing, etc.) (1-10 years)
- Develop and implement a certification/registration program for rental and vacant properties (1 year)
- Identify neighborhood groups who can serve as ambassadors and champions for their respective areas (1-2 years)
- Highlight progress and achievements as part of the City's comprehensive marketing strategy (1-10 years)

Goal 3

Support and strengthen a Pre K-16 education system for the community

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Objectives:

- Continue joint meetings with Marshall Public Schools, Albion College, other area schools and community partners to assess, document and support a comprehensive, "post-annexation" K-16 education strategy (1-2 years)
- Strengthen and promote City programs (summer and after school tutoring, the arts, recreational programs, etc.) that support youth in and around Albion (1-5 years)
- Utilize Albion College and other institutions of higher education to support college preparation and access. Strengthen the Albion College Access Network. (1-2 years)
- Highlight progress and successes in the educational arena as part of the City's comprehensive marketing strategy (1-10 years)

Goal 4

Retain and attract jobs to Albion by supporting business growth, development, and attraction

Objectives:

- Work closely with Albion EDC, the Chamber and other partner entities to support local businesses with a proactive business retention and development strategy (1-3 years)
- Encourage broad participation with local stakeholders (public, private, non-profit, higher education, civic, and business) in the formulation of Albion's economic diversification strategy (1-3 years)
- Take proactive steps to connect Albion's talent base with employment opportunities (e.g. partnering with Michigan Works, Albion College Career & Internship Center, etc.) (1-3 years)
- Take all of the necessary steps to have Albion certified by the Michigan Economic Development Corporation as a Redevelopment Ready Community (1-2 years)
- Continue support for programs and initiatives that foster entrepreneurship (e.g. promote Albion business incubators and encourage minority, youth, and other business development) (1-10 years)
- Highlight the progress of Albion's economic development strategy within the framework of the City's comprehensive marketing strategy (1-10)

Goal 5

Stabilize the downtown and enhance its historic character

Objectives:

- Strengthen and better utilize the Downtown Development Authority (3-5 years)
- Attract commercial development to the downtown that will serve the needs of the community and complement the existing mix of businesses (e.g. restaurants, retail, entertainment, etc.) (3-5 years)
- Analyze and evaluate the City's parking situation and create a plan for improving parking management and balancing parking space supply with demand. (1-3 years)
- Monitor the balance of non-profit (i.e. tax exempt) and revenue generating (i.e. tax base) development in the downtown district (1-10 years)
- Explore the establishment of a historic district commission (1 year)
- Continue to create incentives and attractions for residents, college students and tourists to visit the downtown (e.g. Hotel, Bohm Theater, Kids N Stuff, the Ludington Center) (1-3 years)
- Highlight progress of downtown development efforts within the context of the City's comprehensive marketing strategy (1-10 years)

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Goal 6

Focus planning and resources to enhance and transform the city's major corridors

Objectives:

- Develop a Corridor Improvement Plan that strengthens the visual and physical connections between the Downtown Commercial District, Albion College, the I-94 Business Corridor, and Austin Avenue, and the south entrance on M-99.. (1-2 years)
- Enhance the City's major gateways (as described above) with appropriate landscaping, streetscaping, and signage (1-10 years)
- Explore the possibility of establishing a Corridor Improvement Authority (1 year)
- Work with surrounding communities to extend/connect Albion's major corridors to the region (e.g. establishing an MLK corridor between Albion and Marshall, and complementing corridors with non-motorized, regional trail systems) (1-5 years)
- Highlight progress and achievements as part of the City's comprehensive marketing strategy (1-10 years)

Goal 7

Improve Albion's transportation network to accommodate and promote various modes, including walking, biking, automobiles, passenger rail and public transportation

Objectives:

- Develop a motorized public transportation plan working in conjunction with the Calhoun County Transit system, Albion-Marshall Connector and other strategic partners (1-2 years)
- Develop a non-motorized travel plan (1-2 years)
- Encourage walking, biking and other recreation by strengthening Albion's non-motorized trail network within the city as well as its connections with the region's non-motorized network (e.g. Iron-Belle Trail, North Country Trail, Kalamazoo River Water Trail, etc.) (Time frame?)
- Establish Albion as a "Trail Town" (1-2 years)
- Fortify relationships with MDOT, AMTRAK, Greyhound and regional transportation partners and authorities to coordinate improvements to major streets and public transit systems (1-5 years)
- Highlight progress, achievements, and testimonials as part of the City's comprehensive marketing strategy (1-10 years)

Goal 8

Deliver high-quality municipal services that improve the quality of life in Albion

Objectives:

- Develop/formalize a Public Services Plan to determine needed enhancements in city administration, public safety, community health, and overall municipal services. (1-3 years)
- Develop a Capital Improvements Plan to enhance and maintain quality technological and physical infrastructure. Infrastructure includes: Roads and sidewalks; parking; water, sewer, and storm sewer utilities, dam and millrace (1 year)
- Evaluate fiber optic communications and other emerging technology infrastructure in order to address the current and future needs of the community's diverse array of stakeholders (1-5 years)

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Goal 9

Achieve consistency between the existing zoning code and the City's long-term goals for housing, commercial, and industrial development

Objectives:

- Evaluate and consider changes in zoning ordinances that are necessary to achieve desired land use patterns and align with the goals of the Comprehensive Plan (1-10)
- Explore the feasibility of establishing form-based code, starting in the downtown area (1-2 years)
- Adopt and update standards in the zoning ordinance to promote and encourage green infrastructure (1-2 years)

Goal 10

Build capacity and a network of organizations and services to address poverty and meet the needs of residents who cannot afford basic services

Objectives:

- Update comprehensive community needs assessments and asset maps to identify assets and determine needs (1-2 years)

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Appendix 2: Redevelopment Sites

	Sites	Blight	Contamination	Length of vacancy	Utilities terminated by provider due to inactivity	Location: proximity to residential, river, downtown, or park	Rezoned from residential to B-1	Brownfield designation	Number of acres	Architectural Integrity	Historic value
1	Washington-Gardner					xx				x	x
2	Dalrymple	x	x	x		x			x		
3	Union Steel	x	x	x		xx			x		
	(plus 2 additional former Union Steel sites)										
4	Austin School	x	x	x							x
5	"Gayle Mfg": 710 W. Cass St	x	x	x		x			x		
6	Harvard Site	x	x	x							
7	Parker Labs: 601 N. Albion	x	x	x							
8	Parker Labs: asphalt parking lot			x		x			x		
9	600 block of Austin Ave	x			x		x				
10	Schools: N. Berrien Street								x		
11	500 N. Berrien										
12	Browns Weld	x	x	x		xx					
13	Renaissance Area (Urban Renewal land)					x			xx		
14	Sheridan 425										

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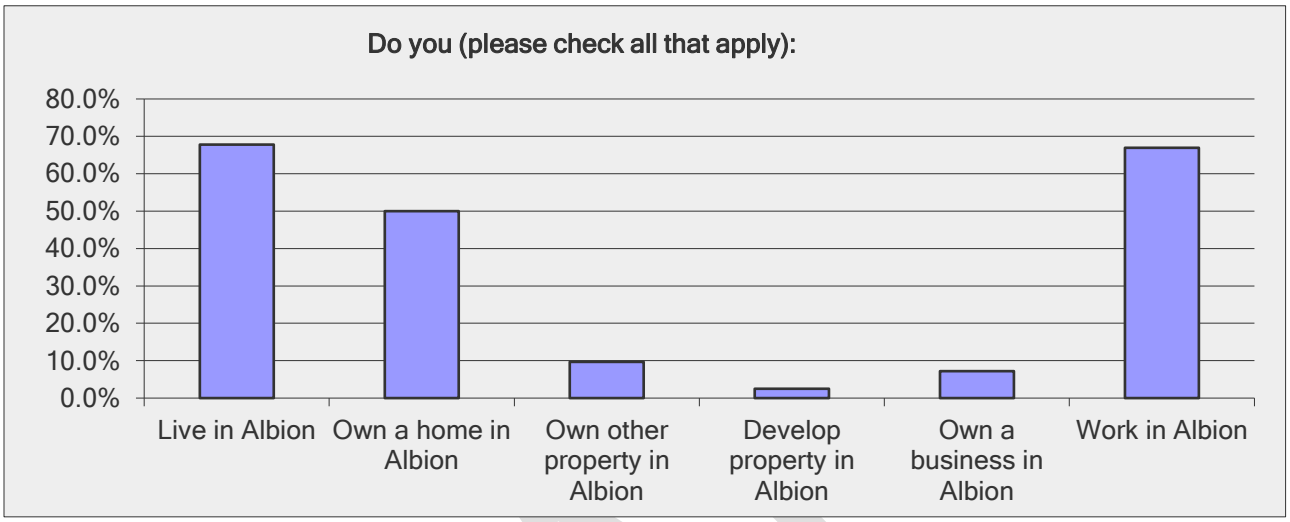
Appendix 3: Community Input Survey Results

Provided by the Albion Community Foundation

Question 1

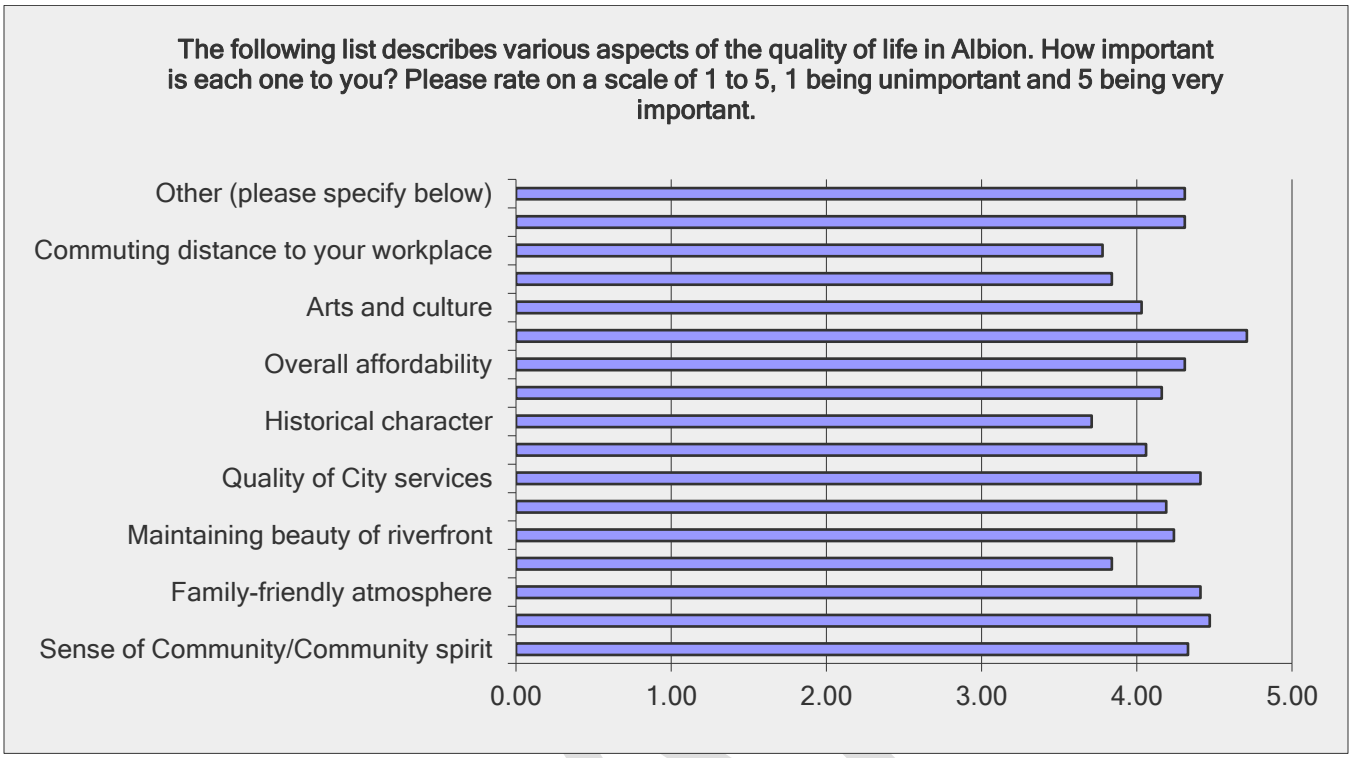


Question 2

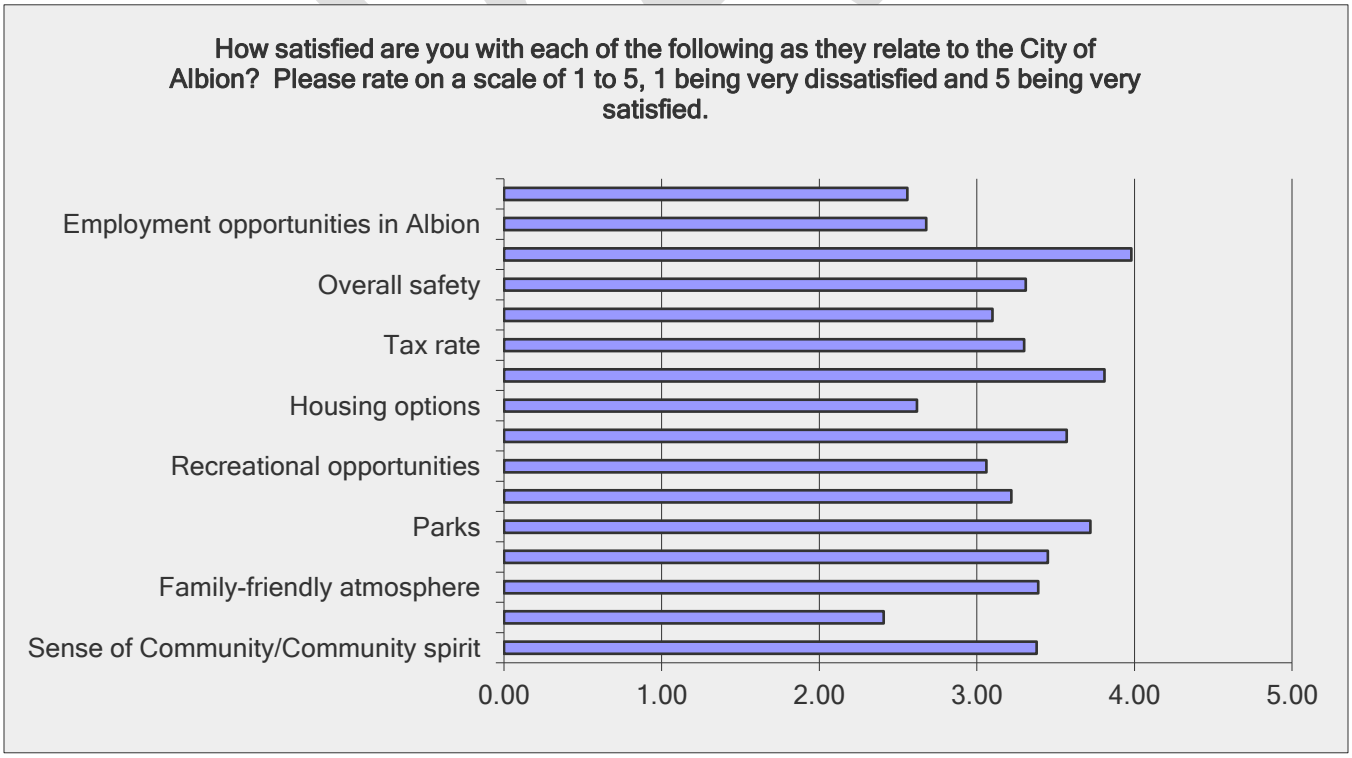
In general, how satisfied are you with the quality of life in Albion?							
Answer Options	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Rating Average	Response Count
	5	42	92	86	10	3.23	235
						answered question	235
						skipped question	5

Question 3

Question 4



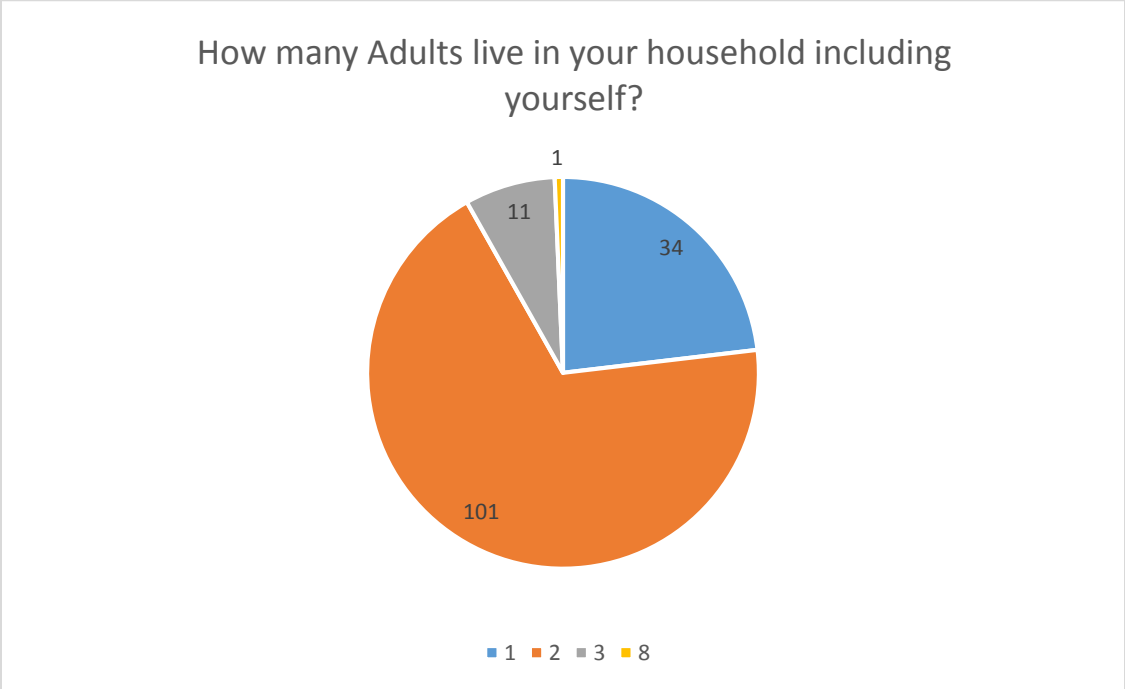
Question 5



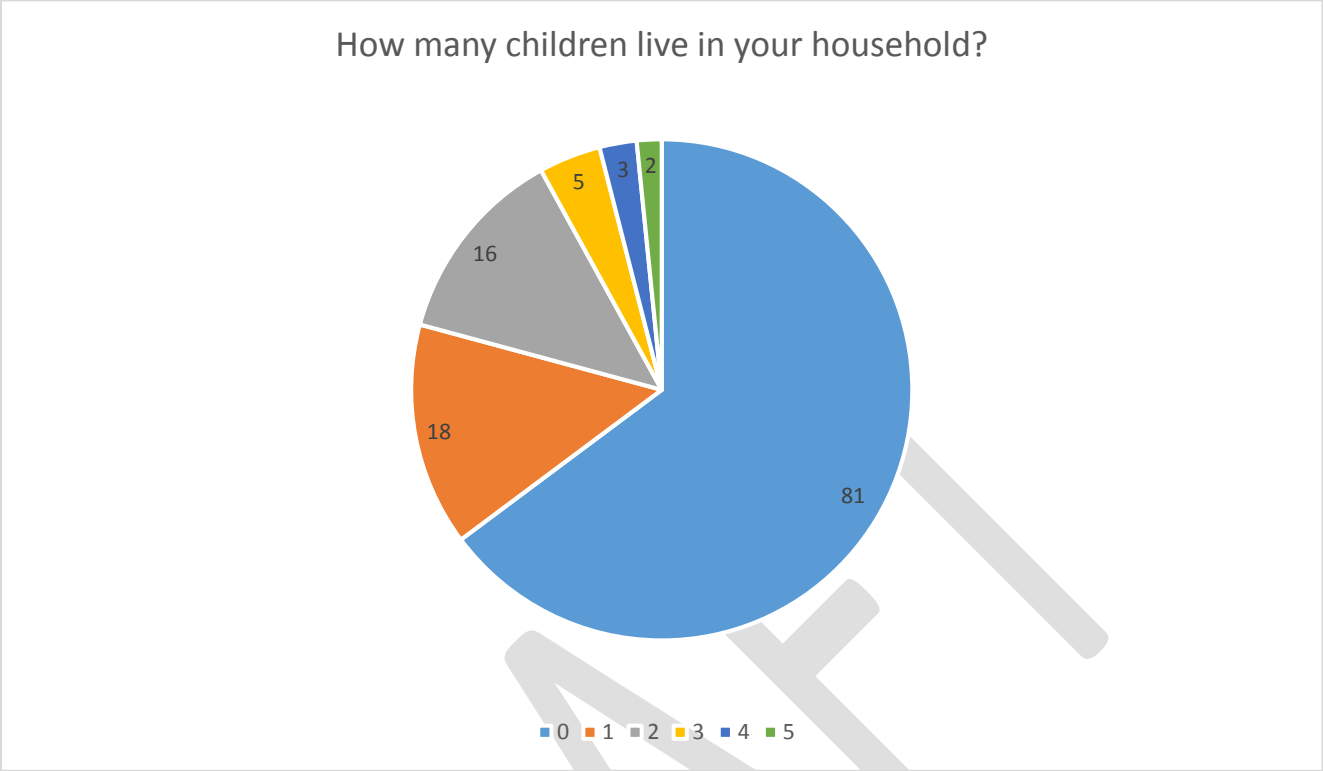
Question 6

Please check all of the following that you would like to see in Albion:		
Answer Options	**Response Percent**	**Response Count**
Improved sidewalks	60.9%	126
Improved street lighting	45.9%	95
Bike lanes	44.0%	91
Bike racks/bike parking at more locations	37.2%	77
Benches downtown	52.2%	108
Historical markers/Historic tours	40.1%	83
Public art	50.7%	105
Art gallery/artist co-op space	43.5%	90
Transportation system between Albion & surrounding	52.7%	109
Retirement community	44.4%	92
Community center	52.7%	109
Other (please specify)	34.3%	71
	answered question	**207**
	skipped question	**33**

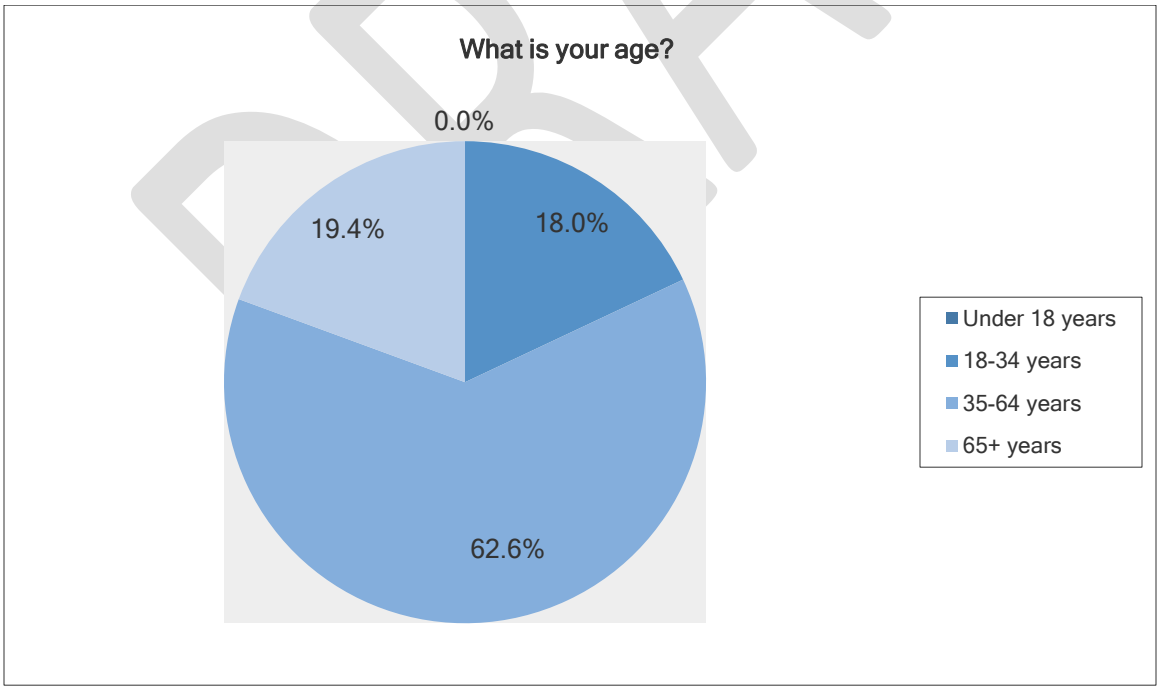
Question 7:



Question 8:



Question 9:



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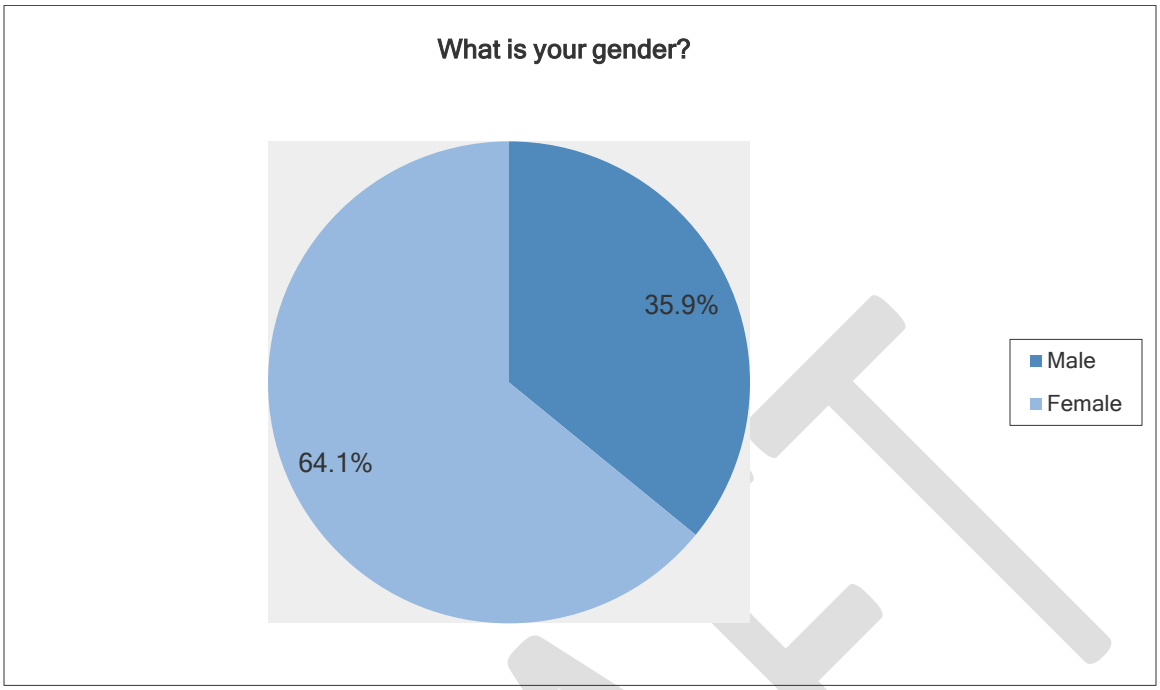
Question 10:



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