City of Rockford

Kent County, Michigan









Adopted October 2011 prepared by



North End Subarea Plan

adoption page

Table of Contents

I. Introduction	2
II. Inventory & Analysis	6
III. Development Plan	12

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NTRODUCTION

Master Plan Vision

Rockford in 2020 will be a walkable small town that has maintained its natural and historical assets while providing a variety of leisure, economic, and residential opportunities resulting in a sense of community pride and distinctive character.

Why Do We Plan?

The Master Plan is intended to provide a common vision to guide the City's actions and policies toward a future which builds on the strengths and addresses the short-comings of the community.

The City of Rockford Master Plan 2020, adopted in 2002, outlines several goals and strategies that have shaped and continue to guide city policy and the decision-making process. While this document is designed to guide the city to the year 2020, recent events have provided the city with an opportunity to closely examine key properties north of the downtown area. The plan for this subarea, therefore, aims to:

- Identify a visionary framework for the subarea based on the goals and strategies of the Master Plan 2020;
- Closely examine existing conditions of the subarea and how the study properties fit in the context of the entire city;
- Create a conceptual development plan for the study properties; and
- Identify strategies and actions for implementation.

Overview

Wolverine World Wide, Inc. (WWW) is Rockford's largest employer. Founded in 1883, the shoe company has become an industry leader in work, casual, and sporting footwear. In 1908, founder G.A. Krause and his sons built a tannery north of downtown Rockford to supply the expanding shoe factory with leather. The tannery and factory fueled Rockford's growth over the last century and, in 2002, employed over 1,500 workers.

In 2009, Wolverine World Wide underwent a company-wide restructuring resulting in the closure of the tannery, located on a 15-acre site adjacent to the Rogue River immediately north of downtown. In anticipation of a redevelopment project on the site, a brownfield authority was created to assist Wolverine World Wide and take advantage of property tax revenue generated by future improvements. Demolition of the defunct tannery was complete in mid-November 2010. However, following removal of all the buildings on the site, except for the factory retail store, specific plans for redevelopment were put on hold.

While the delayed redevelopment of the tannery property is disappointing, this prime site affords many opportunities. Its future also influences other properties in the vicinity that are currently vacant or underutilized and which are the catalyst for this subarea plan. One of those properties, also owned by WWW, is a shallow strip of about two acres stretched along the east side of Main Street, directly across from the factory retail store. It contains two parking lots and a single family home.

Another site located on Northland Drive is just under six acres. Owned by WWW, it is the site of the former Kent County Road Commission garage, now used as a maintenance and storage facility.

The third site is a former vehicle repair facility located on the east side of Monroe Street. This six-plus acre property sits in the midst of a neighborhood of attractive, well maintained homes. An abandoned

building remains on the site near Monroe, while the balance of the "L" shaped parcel is undeveloped, containing woods and wetlands.

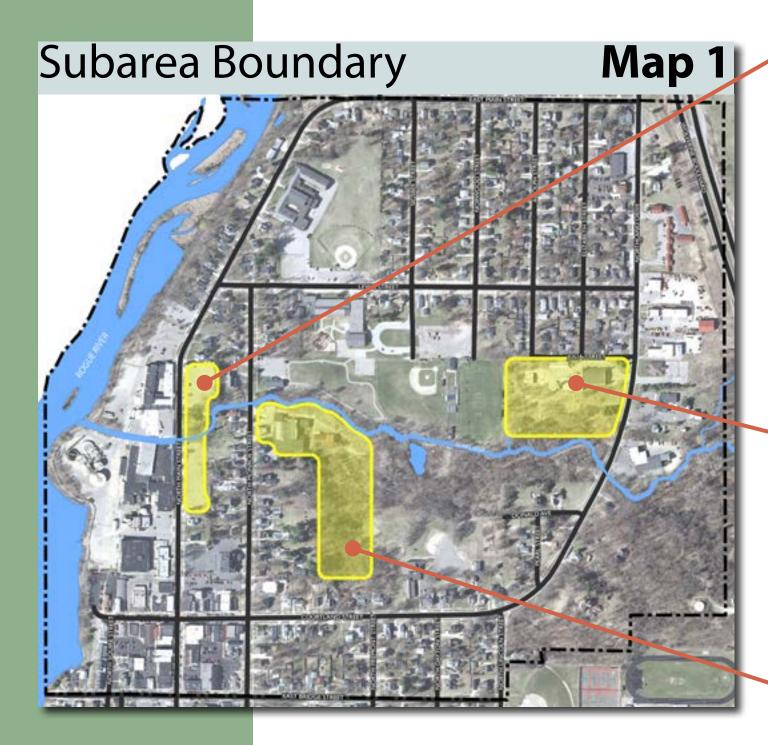
Although these properties are physically separated from one another, they are all in relative proximity; all are located on the city's north side; all abut Rum Creek; and most are under common ownership. These shared characteristics lend themselves to being considered as part of a single coordinated plan.

Subarea Framework

The 2002 Master Plan outlined a vision and goals driving city policy and decision-making. Several strategies for implementing the plan goals are also included. The following summarizes those goals and strategies pertinent to this subarea plan. These goals and strategies, along with the Master Plan vision (previous page), frame this subarea planning process and provide guidance for recommendations and implementation.

	Goals	Strategies
Community	 Maintain the small town scale of Rockford Preserve the established character of existing neighborhoods Promote neighborhood pride Manage future growth and development in relation to the capacity of public services and the City's ability to maintain its high standards of service 	 Promote local cultural events/festivals to increase community pride, public awareness, and business Create a place for local events which can serve as a focal point for the community
Central Business District	 Promote redevelopment and more optimum use of downtown properties Create a "sense of place" within the city's core 	 Create a major "draw"/attraction downtown to bring more potential customers to the merchants Encourage apartments/residential in upper floors of downtown buildings to more fully utilize exist- ing structures and increase the level of activity
Housing	 Preserve the character and integrity of existing residential neighborhoods within Rockford's central core Achieve an atmosphere within new residential development that is consistent with the established character of Rockford and its central neighborhoods Promote affordable housing for senior citizens 	 Prevent or minimize the intrusion of non-residential uses into established residential neighborhoods Incorporate natural amenities into new development
Business/ Employment	 Provide more retail choice within the city Create a greater mix/variety of business activity Provide opportunities for business development in order that residents may work near their homes 	 Focus future retail development in the downtown and 10 Mile/Wolverine areas Promote Northland Drive corridor, between East Main and Rum Creek, as the City's office/service center Seek new locations for future industrial growth
Natural Features	Protect the city's prized natural features, includes the Rogue River, tree-lined streets, and hilly terrain	 Acquire lands along both sides of the Rogue River for preservation and public enjoyment Require tree planting in new developments
Parks & Recreation	 Increase public access to the Rogue River as a recreational amenity 	 Cooperate with adjacent communities regarding development of an area-wide multi-use park
Transportation	Improve access and circulation to, from, and within the city	 Provide sidewalks in areas where they are not yet available Actively pursue authorization from the Kent County Road Commission for additional street access to Wolverine Boulevard

2 Introduction Rockford Subarea Plan Rockford Subarea Plan Introduction 3

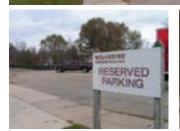


The subarea plan is focused primarily on the three highlighted sites. However, for a more comprehensive approach, the entire area shown in Map 1 was considered for inventory and analysis.

Wolverine World Wide Parking Lots ~2.1 acres

These lots, located on the east side of North Main Street across from the former tannery, served as parking for tannery and outlet store employees. The parking lots continue to provide overflow parking for the factory outlet and city events. The site includes a single family home nestled along Rum Creek between the two large parking areas. The site backs up to a well-established neighborhood, and is only a short walk from downtown.









Wolverine World Wide Engineering ~5.5 acres

The site, located at 239 Northland Drive, was home to a portion of Wolverine's Engineering Division. Prior to Wolverine ownership, the property was owned by the Kent County Road Commission and used for storage and repair. The lot abuts a single-family neighborhood to the north, school district athletic fields to the west, and Memorial Park to the south.





Former Burch Body Works ~6.75 acres

Burch Body Works, a long-established Rockford business, relocated to a larger facility southwest of the City. The former garage and repair facility located south of and adjacent to Rum Creek on North Monroe Street is abandoned and has lost its non-conforming zoning status, (the property is zoned R-2 Medium Density Residential). The 35,000 square foot building is in poor repair and is built to adjacent residential property lines. A vacant land-locked parcel south of the Body Works building is also included as part of this study. It is heavily wooded and is low and wet. Both properties are visible from Memorial Park and Parkside Elementary School.





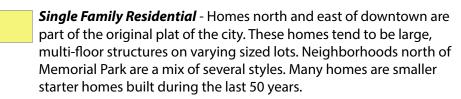


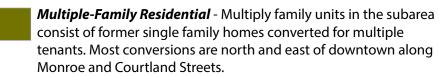
4 Introduction Rockford Subarea Plan Rockford Subarea Plan Introduction 5

A solid understanding of the existing conditions of the subarea and its context within the City of Rockford, as a whole, is imperative to the development of future plans for the study properties.

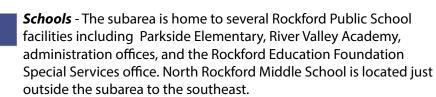
Existing Land Use

An existing land use survey of the subarea was conducted to gain a current and detailed picture of each property.

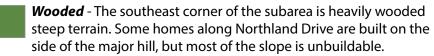




Parks & Recreation - Memorial Park, at the heart of the subarea, stretches from Monroe to Northland Drive with Rum Creek Nature Trail following Rum Creek the full length of the park. Much of the eastern portion of the park is wetland while the western half is used for baseball fields and recess at Parkside Elementary. The Community Cabin is also located in the park, just off Monroe Street. The White Pine Trail, a regional multi-use trail system, runs along the eastern bank of the Rogue River, next to the tannery site, connecting Rockford with Grand Rapids and communities as far away as Cadillac.



Church - Rockford Baptist Church is located on the north side of the intersection of Courtland and Dayton Street. The church offices are located in a converted single family home nearby. And the church property abuts the Burch body Works site on the west.

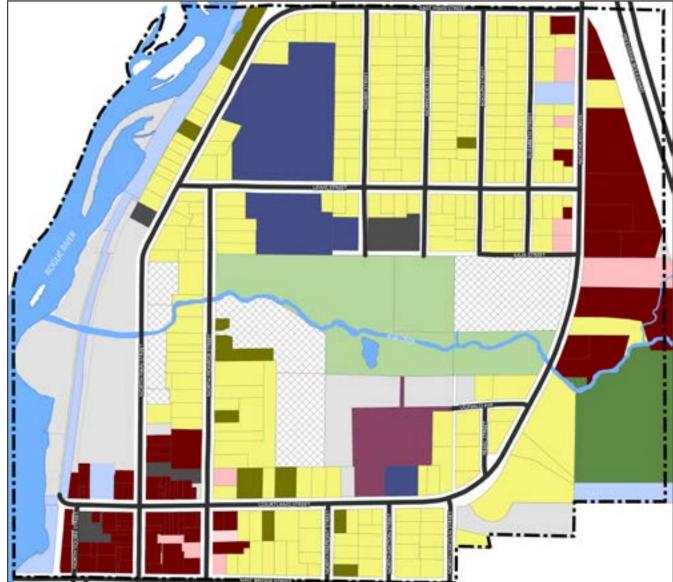


Commercial - Two distinct commercial areas are located within or adjacent to the subarea. Downtown Rockford, located southwest of the subarea, is the heart of the community. Many historic buildings are occupied by a wide variety of merchants and office tenants. Downtown is a destination for both tourists and residents.

The second commercial area is located along Northland Drive between Memorial Park and East Main Street. Most businesses are auto-oriented (i.e. oil change, auto parts, etc.). The east side of Northland Drive is a mix of single family homes, strip commercial, and offices, some of which are vacant.

Existing Land Use:





Office - Office uses are scattered throughout the subarea, primarily east of downtown and along Northland Drive. Office tenants range from medical to insurance to the Rockford Squire.

Public-Owned - Several public-owned properties are located in the subarea including the Post Office, State Police post, and water tower.

Parking Lots - Two city owned parking lots are located downtown;
 between North Main and Monroe, and 2) the southeast corner of Squire and Courtland. A parking lot for users of the White Pine Trail is located north of the former Wolverine tannery, and a lot near Parkside Elementary serves the athletic fields nearby.

Vacant - There are two major tracts of vacant land in the subarea,
 1) the former Wolverine tannery north of downtown adjacent to the Rogue River, and church-owned land between Courtland and Memorial Park.

Map 3 Neighborhoods:





Housing Condition

A housing conditions and neighborhood analysis was conducted as part of the 2002 Master Plan. The assessment examined each neighborhood of the city in relation to housing type, year structure built, physical condition, infrastructure maintenance, yard maintenance, pedestrian safety issues, parking issues, and general neighborhood cleanliness. During the existing land use update for this subarea plan, each neighborhood was reassessed in order to provide more up-to-date information and context for concept plans for the subject properties.

- **Neighborhood 1** Overall quality of the neighborhood is good. Most homes are modest starter homes built during the last 60 years. Property maintenance is good, with only a few homes showing signs of minor neglect. Infrastructure is in good repair, although Elizabeth Street has no sidewalks. Connectivity of the street network is inconsistent. Sigsbee, Norwood, Adolph, and Elizabeth Streets south of Lewis Street have no curb or gutter system. Also, Julia Street connects Adolph, Elizabeth, and Northland Drive, but does not continue to Norwood or Sigsbee even though public right-of-way exists for this connection.
- **Neighborhood 2 -** This neighborhood is a mix of turn-of-the-century and mid-century infill homes. Most homes appear to be part of the original city plat. Over time larger lots were divided and sold resulting in an eclectic mix of housing styles and building placement. The neighborhood grew up around the Wolverine Worldwide tannery, most likely as housing for working class families. Some of the larger homes in the neighborhood have been converted to multiple-family units. Homes are kept in fairly good repair with only a few examples of lax property maintenance.
- Neighborhood 3 The original "downtown" neighborhood with grid street pattern contains some of Rockford's most historic homes that have been well maintained over the years. Similar to Neighborhood 2, some homes have been converted to multiple-family units, as well as commercial and office uses closer to downtown. While not all homes have been meticulously maintained, most property maintenance issues involve only minor cosmetic repairs.



Rockford Subarea Plan











Inventory & Analysis 9

Issues and Opportunities

Based on the assessment of existing conditions throughout the subarea, the following summarizes the issues and opportunities that can influence the future development of the subject properties.

Schools: Rockford is fortunate to have an excellent school district and three schools located within the neighborhoods surrounding downtown. Families are attracted to centrally located schools given their convenient access.

Downtown Rockford: Downtown Rockford is a beautiful example of a well preserved small-town commercial center. A great mix of public services, office, and retail uses combined with a location on the Roque River, inviting streetscape, and historic buildings exude small town charm. Downtown is a major attraction for residents and visitors and is an opportunity to be leveraged when considering the development of the three subject properties. Expansion to the north will be possible with the redevelopment

Pederson Funeral Home: With the removal of the Wolverine tannery, the area north of downtown is ripe with possibilities. Some combination of additional commercial, parking, public spaces, and moderate density residential on this site could create an ideal transition from downtown to nearby single family neighborhoods, taking advantage of the riverfront location and popular White Pine Trail. On the east side of Main Street, Pederson Funeral Home, a prosperous local business, has property directly across from the former tannery site and adjacent to downtown. This site is also well suited to a transitional use, such as the reception hall that has been proposed to host family gatherings in conjunction with funerals. Not only would such a use mesh well as a transitional use, but would also inhibit the potential march of commercial further north along Main Street.

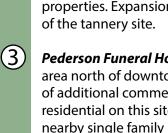
Vacant Property: The Rockford Baptist Church owns approximately 4.3 acres of vacant land north of the church and south of Memorial Park. This land could be an opportunity to incorporate and expand development on the neighboring subject site.

Natural Assets: The White Pine Trail, part of a regional trail network, and the Roque River are major attractions for Rockford bringing thousands of visitors to the city each year. Combined with Memorial Park and the trail following Rum Creek, Rockford residents have great local and regional recreational opportunities at their front door.

Former Tannery: The removal of the former tannery has left a temporary economic and emotional void in Rockford. The loss of jobs and tax base leaves a lasting impression on the community. However, the site's adjacency to downtown and river frontage, offer even greater opportunities for the future.

Northland Drive Corridor: The Northland Drive corridor is a mix of autooriented commercial, vacant property, aging homes converted to offices, and strip commercial. While this tired corridor presents an issue for the subarea, there is also an opportunity to reinvent the corridor to achieve the city's vision and goals.

School Event Parking: Baseball and soccer fields used by the local schools













10 Inventory & Analysis

Issues & Opportunities:



are located south of Lewis Street adjacent to Parkside Elementary. The available paved lot provides parking for the athletic fields and school. However, parking during sporting events is a problem. Traffic flow, parking on private lawns, and overcrowding are issues plaguing the area.

- **Neighborhood Infrastructure:** Inconsistent infrastructure on the blocks south of Lewis and west of Northland Drive gives a feeling of a disconnected and unfinished neighborhood.
- **Downtown Entrance:** The entrance to the historic neighborhoods and downtown Rockford is not well defined between Julia Street and North Lincoln Street. The city should capitalize on the confluence of Rum Creek, Northland Drive, steep terrain, and transition of uses in this area to create a welcoming entrance.
- Steep Terrain: Steep terrain in the eastern portion of the subarea could present issues for future development, street connections, and infrastructure deployment.

Rockford Subarea Plan

The subarea development plan map illustrates future desired uses for key properties located just to the north of downtown Rockford. It is based on analysis of surrounding land uses, environmental features, parcel size and configuration and input from the community. While there are a variety of uses that might be accommodated, the proposed plan considers the appropriateness and feasibility of the uses, the goals of the City Master Plan, anticipated need and the balance between individual property rights and the community's interests.

Any development on these properties will be subject to zoning review and approval at some level. However, to provide guidance to a developer and to city officials, the following describes the desired standards that should be met in general and those that apply to individual sites.

General Development Standards

Sensitive Features. All three sites share an important feature; they abut Rum Creek. In addition, lands along the creek contain sensitive features – woods, wetlands, steep slopes, floodway and natural habitat. Regardless of what uses may eventually occupy the subject sites, these features must be respected and, to the extent possible, preserved.

Rum Creek Protection. Of the many valued natural features found throughout the subarea, Rum Creek is distinctive. As a designated "Cold-transitional Small River System," Rum Creek's water quality and temperature must be protected. Therefore, buildings and parking must be kept away to ensure that runoff will not enter the creek and adjacent tree cover must be retained. A protective greenbelt should be maintained along the banks of the creek.

Wetland Protection. Future development should maintain a sufficient setback buffer around designated wetlands.

Vegetative Protection. Most of the land along Rum Creek, especially on the south side, is forested. Beyond the aesthetic value and wildlife habitat provided by this wooded area, the tree canopy performs a valuable function in shading the creek and maintaining a relatively constant water temperature. Removal of any trees in proximity to the creek, whether on public or private land, should not be permitted.

Low Impact Development (LID) Practices. LID strategies integrate green space, native landscaping, natural hydrologic functions, and various other techniques to generate less and higher quality runoff from developed land. The use of such techniques for all new development within the subarea should be encouraged.

Sidewalks and Pathways. All development should incorporate accommodations for pedestrians and, as appropriate, non-motorized transportation. Sidewalks should be constructed along all streets and paved pathways should be provided within open space areas to ensure connectivity with existing parks and pathway systems on adjoining and nearby property.

Development Flexibility. Due to the size and configuration of the various properties, the potential for a mix of uses on one or more of the sites, and the likelihood that a change in zoning will be necessary to accommodate development, it is advantageous for both the developer and the city to

Development Plan: Map 5 8 4 (B)

review any proposed project as a planned unit development.

Area "A" Standards

Rockford Subarea Plan

Use Concept. This 2.1 acre linear parcel is split by Rum Creek. Properties are relatively shallow, ranging from approximately 175 feet deep north of the creek to only 100 feet deep to its south. Therefore, development options are fairly limited. Properties should accommodate suitable transitional uses between the former tannery property to the west and the attractive single family homes to the east, along Monroe. It is also important that commercial uses not be permitted to encroach this far north of downtown.

The plan suggests townhouses lining Main Street, though small detached single family homes might be an option north of the creek where sites offer a little more depth and flexibility. Garages serving future homes



Town homes

should not dominate the streetscape and should not be permitted to project in front of a main building. If attached garages are proposed they should be located to the side, 15-20 feet behind the front building façade. Alley-served garages, or those located in a rear yard are preferable. Planned green space should straddle Rum Creek where it crosses beneath Main Street.

Ownership. To support the stability and value of the abutting neighborhood, any residential

development of the Main Street properties should be aimed at owneroccupied homes, rather than rentals. While this cannot be regulated by the city, the quality of construction and level of amenities provided can certainly make ownership a more attractive option for a prospective resident.

Building Materials. The quality and character of exterior building materials will strongly influence how well future development fits into the context of the surrounding neighborhood. Therefore, the following should be considered as part of any development proposal:

Primary Materials:

- Brick and tile masonry (or synthetic equivalent)
- Native stone (or synthetic equivalent)
- Hardie-Plank™ or equivalent
- Wood siding (but not on any side facing a street)

Accent Materials:

- Pre-cast masonry (for trim and cornice elements only)
- Gypsum Reinforced Fiber Concrete (GFRC—for trim elements only)
- Metal (for beams, lintels, trim elements and ornamentation only)
- Split-faced block (only for piers, foundation walls and chimneys)

Pitched Roof. Roof lines should mirror those of the homes to the east and flat roofs should not be permitted.

Building Height. Current residential zoning districts limit the height of dwellings to 35 feet (2 ½ stories). This is an appropriate limitation to be observed for any future residential development along Main Street.

Length/Massing. If townhouses are developed care should be taken to minimize the massing of the building(s). To maintain a residential scale, no more than four dwelling units should be attached and their design should be integrated such that doors, windows, insets, details and exterior steps seamlessly provide interest and relief, as opposed to a long straight plane along the street and jarring differences.

Setbacks and Build-to Line. The shallowness of the lots, the urban character of the neighborhood and the style of units require that buildings be brought closer to the street, rather than set further back. Therefore, a required building line (RBL) would be a desirable way to define a minimum and maximum setback distance. Five to 10 feet from the edge of the sidewalk may be appropriate.

Garages. All dwelling units should have at least a single car garage, either attached or detached. For units north of the creek, there is sufficient depth to accommodate garages behind the dwelling (possibly served by an alley). South of the creek, detached garages are more challenging, however, a townhouse design could incorporate an attached garage in the rear yard. For a single family detached home, garages could either be located in the rear yard or attached to the side; however, potential solutions would be influenced not only by lot depth, but also by width.

Open Space. To help reinforce development quality, Rum Creek should be protected in ways consistent with the city's planning goals, which include retaining open space along Main Street on either side of the creek.

(B) Area "B" Standards

Use Concept. Nearly 7 acres, this is the largest of the three sites, but is oddly configured. Its northern half contains the former Burch Body Works and abuts Rum Creek, while the southern half is mainly a wooded area tucked behind single family homes lining both Monroe and Courtland Streets. A large undeveloped portion of the Rockford Baptist Church property abuts the subject site along its east boundary. Site access is only available from the existing driveway on Monroe, though other options may be available to serve future development of the southern end.

Given the natural setting, proximity to Rum Creek, the availability of a walking path along the creek, the abundance of park land and the

relationship to the downtown business district, the south half of the site is well suited to a planned senior citizen community. Potential may also exist to combine the Burch site with part of the adjoining church property to create a true "aging-in-place" village where a continuum of housing and senior care opportunities could be provided. Access to the site could be improved by extending Donald Avenue west from its current terminus. Much of the northern part of the site should be retained as open space along the creek and the existing trail could be extended through the property along the south side of the creek.

Building Materials. The quality and character of exterior building materials will strongly influence how well future development fits into the context of the surrounding neighborhood. Therefore, the

Senior living facilities





following should be considered as part of any development proposal:

Primary Materials:

- Brick and tile masonry (or synthetic equivalent)
- Native stone (or synthetic equivalent)
- Hardie-Plank™ or equivalent
- Wood siding (but not on any side facing a street)

Accent Materials:

- Pre-cast masonry (for trim and cornice elements only)
- Gypsum Reinforced Fiber Concrete (GFRC—for trim elements only)
- Metal (for beams, lintels, trim elements and ornamentation only)
- Split-faced block (only for piers, foundation walls and chimneys).

Pitched Roof. All roofs should be pitched to mirror the style of surrounding single family homes.

Building Height. 3 stories

Length/Massing. Long, uninterrupted facades should be avoided and building bays should be defined by entrances, columns and other vertical elements in approximately 30 to 40 foot increments to "break-up" a building façade. Cornice lines, stringcourses, and other architectural elements should create a recognizable base, middle, and top to a building.

Architectural Detailing. Building entries should incorporate windows, canopies and awnings; provide unity of scale, texture and color; and clearly identify entrances.

Garages. All attached and detached single family units should have at least a one stall garage. Ideally, multiple family dwellings and assisted living or nursing care facilities should provide underground or interior parking facilities. However, in lieu of that, car ports and well landscaped parking lots, conveniently located to the units should be provided.

Setbacks from Property Lines. Building setbacks may differ, depending on the type of building. Detached single family units can be accommodated on small lots with minimal

setbacks. A large, senior-living facility, however, should be set back a sufficient distance from adjoining properties in relation to its height and mass. In all cases, ample separation should be provided from Rum Creek for both buildings and parking facilities.

Open Space. If the concept of an aging-inplace village or large-scale senior care facility is developed on this site, the intensity of the use would warrant maintaining significant open space to ensure compatibility with the surrounding residential neighborhood, protect

Mixed senior living

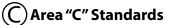


the site's sensitive features and provide an enviable living environment for its residents. Approximately 50 percent of the site should be retained as open space.

Access/Street Design. Development of this site for virtually any use will likely necessitate a second means of ingress/egress. The most likely would be east, across the adjacent church property, linking with Donald Avenue. An alternate, though a less likely option due to topography, would be to the south to connect to Courtland Street.



Former Road Commission building



Use Concept. The former Kent County Road Commission garage appears to be structurally solid and is unique in its appearance. The building sits on a five and a half acre site that is mostly undeveloped, abuts Rum Creek and contains an area of steep slopes along its southern boundary.

This site could accommodate a combination of redevelopment and new development. Office and/or civic uses could take advantage of the existing building's location, visibility and unusual character. However, additional vacant land to the west of the building could be developed for attached residential units, such as townhouses. The balance of the site, along the south border near the creek, should remain as open space due to its steep slopes and proximity to the creek.

Building Materials. The existing building should be retained to the extent possible in its original style. However, for new construction the previously mentioned standards should apply:

Primary Materials:

- Brick and tile masonry (or synthetic equivalent)
- Native stone (or synthetic equivalent)
- Hardie-Plank™ or equivalent
- · Wood siding (but not on any side facing a street)

Accent Materials:

- Pre-cast masonry (for trim and cornice elements only)
- Gypsum Reinforced Fiber Concrete (GFRC—for trim elements only)
- Metal (for beams, lintels, trim elements and ornamentation only)
- Split-faced block (only for piers, foundation walls and chimneys)

Pitched Roof. Flat roofs should not be permitted for new construction and the arched roof on the existing building should be preserved.

Building Height. New construction should be limited to the height for residential zoning districts, 2 ½ stories or 35 feet.

Length/Massing. For new construction, care should be taken to minimize the massing of the building(s). To maintain a residential scale, no more than four dwelling units should be attached and their design should be

integrated such that doors, windows, insets, details and exterior steps seamlessly provide interest and relief, as opposed to a long straight plane along the street and jarring differences.

Garages. All dwelling units should have at least a single car garage, either attached or detached. There is likely to be sufficient depth to accommodate garages behind the units. A townhouse design could also incorporate an attached garage on the ground level.

Setbacks from Property Lines. Requirements of the city's R-3 zoning district should be followed for new residential development on this site.

Open Space. As noted, the southern part of the site contains steep slopes and woods that should be retained. Fairly intense development permitted on the north end of the site will compensate for protecting the balance of the property as open space.

Common Elements

- Wolverine Tannery Site. This prime site along the Rogue River is ripe for future mixed use development that takes advantage of its proximity to downtown, the White Pine Trail, the river and adjacent residential neighborhoods. Opportunities afford a variety of uses while retaining the river's edge for public enjoyment.
- Pederson Funeral Home. Limited expansion of this business along Main Street, west of the current funeral home, would provide a logical end point for the downtown and relate well to the likely commercial development at the south end of the tannery site.
- **City Park.** This is a real asset, providing a natural setting in the heart of the city and providing protection of Rum Creek. Some enhancements to improve park visibility and to identify it as a valued public resource would be desirable, especially as development of the adjacent sites occurs.
- **School Parking Lot.** Improvements are needed for this parking lot to reduce its negative influences upon the adjoining single family homes and neighborhood.
- Downtown Entry. A positive gateway identity should be created along Northland Drive where it curves southwest toward downtown. It currently lacks a sense of arrival and the random mix of uses along Northland Drive does not promote a positive impression of the community.
- **Julia Street Extension.** While likely a long-range improvement, an extension of Julia Street west to connect with Norwood Street near the school parking lot should be considered. This would provide an alternate for vehicles using the school parking lot and create a finished edge to the abutting residential block.
- Neighborhood Improvements. The neighborhood south of Lewis Street is showing signs of aging that are not as evident elsewhere in the area. Sidewalks, curbing, street repairs and similar infrastructure improvements would greatly enhance the neighborhood.

- Northland Drive Corridor. A redevelopment plan should be prepared for the Northland Drive corridor. The current mix of uses and varied physical conditions detract from the overall image and character of the city. A more unified and cohesive development pattern should be created here.
- Pathway Extension. An option is available to improve the connectivity of the high school campus with the Rum Creek trail and community park. A pathway should be extended from North Lincoln Street across Courtland Street and north along the existing easement/right-of-way up to the creek.