



Master Plan

THE CITY OF KALAMAZOO



imagine
kalamazoo
2025



STATEMENT OF CERTIFICATION

The Kalamazoo City Commission approved the 2025 Master Land Use Plan for the City of Kalamazoo at a regular meeting held on Monday, October 16, 2017. Public notice was given and the meeting was conducted in full compliance with the Michigan Open Meetings Act (PA 267, 1976). Minutes of the meeting will be available as required by the Act.

Scott A. Borling, City Clerk

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"I want to see Kalamazoo [as] a city that is not only accepting of differences, but actively encourages diversity in everything"

- Kalamazoo Resident

Welcome!

Cities do not become great by accident. It is the hard work of visioning, planning, and aligning that moves the needle from plan to action. To create a master plan is to look into the future of a city and imagine what tomorrow could be. With that in mind, Kalamazoo embarked on this Master Plan update with the most intense engagement strategy possible, reaching out into the community in new and exciting ways.

This Master Plan was informed by the many voices heard through Imagine Kalamazoo (IK 2025). By participating in open houses, community picnics, Art Hops, and online surveys, people from every neighborhood contributed ideas about places, programs, policies, investments, and communal goals and values that are important to them. Together, a vision was created to enhance quality of life for all, embrace how diversity strengthens Kalamazoo, and seek continuous community engagement. As a united community, oriented around action like never before, Kalamazooans imagined a more prosperous and equitable City - a more beautiful, livable, innovative, and connected City.



Photo credit: Christina Anderson

The Master Plan is for the people who live, work, and visit Kalamazoo. It is also for those who will make up the community of Kalamazoo in the future - not only our children but also the new people who will arrive for education or job opportunities and make Kalamazoo their home.

What is the Master Plan?

The Master Plan shapes the City's future built environment by guiding growth and development, preserving Kalamazoo's unique character, and enhancing Kalamazoo's neighborhoods. This City-wide document primarily focuses on land development and transportation issues. It sets the City-wide vision and works to achieve it through the City's policies, regulations, and planning efforts. It provides direction for City staff, boards and commissions, consultants, and contractors that are working with the City on projects and policies. The Master Plan is reviewed at five-year intervals and updated at least every 10 years, thus providing a relevant guide to all who use it.

Who is the Master Plan for?

The Master Plan is a policy and action driven document. Its responsibility for implementation falls on not only City staff, but also residents, the development community, and community partners.

City. The Master Plan will shape actions ranging from the City Commission's review of priority-based budgeting (PBB) to staff discussions with potential

developers. The vision detailed in this document will provide the foundation for updating regulations and policies, including the Zoning Ordinance and the Complete Streets Policy, and set priorities for infrastructure and improvement projects in streets and parks.

Development Community. The Master Plan is a must-read for anyone interested in developing in Kalamazoo. The Future Land Development Plan details the type and scale of development envisioned by the community. The City will review all proposed projects through the lens of the Master Plan.

Residents. Residents are critical stakeholders in this document. Kalamazoo residents comprise the membership of boards and commissions critical to Master Plan implementation, particularly the Planning Commission who will use this document to review development requests. Whether serving on a board or participating in neighborhood planning and discussions, residents are guardians of this document.



Each phase of IK 2025 included opportunities for community members to define the direction of the City and identify the challenges and opportunities to achieving this vision. As each person gave us input in their own way, staff developed a framework to organize the input using five categories: **values, goal, direction, action, or metric (measurement).**

Neighborhood Leaders. The health and success of our neighborhoods are critical to the City's overall health. Understanding this, the Master Plan focuses on raising all neighborhoods up to enhance the quality of life of residents and each neighborhood's unique vision. The Great Neighborhoods section of this document provides a road map for future neighborhood planning efforts and steps the City can engage to support the neighborhood vision.

Partners. The City cannot achieve the goals of this document on its own. To move forward, the City must partner with local and state organizations, local colleges and universities, and the business community, many of who played key roles in IK 2025. Only together will the vision of a prosperous and equitable City can realized.

How was community input received?

IK 2025 was a unique, community-focused engagement process. Meetings were held

throughout the City at community-wide events and in neighborhoods. The City partnered with neighborhood leaders, local businesses, nonprofits, religious institutions, and residents to spread the word about IK 2025 events. Outreach tools were wide-ranging: City staff knocked on doors, left flyers in little free libraries, published notes in neighborhood newsletters, and engaged through social media. At the end of the process, the Public Participation Plan was written as a guide for anyone looking to engage. The Plan is an appendix to the City's Strategic Vision.

All meetings were open to the community's input on any topic at any time. Volunteers (including Spanish translators and American sign language interpreters), City staff brought maps, sample photographs, markers, notepads and sticky notes made providing input easier.



Photo credit: Rebekah Kik



Photo credit: Northside Ministerial Alliance

Where did my comment go?

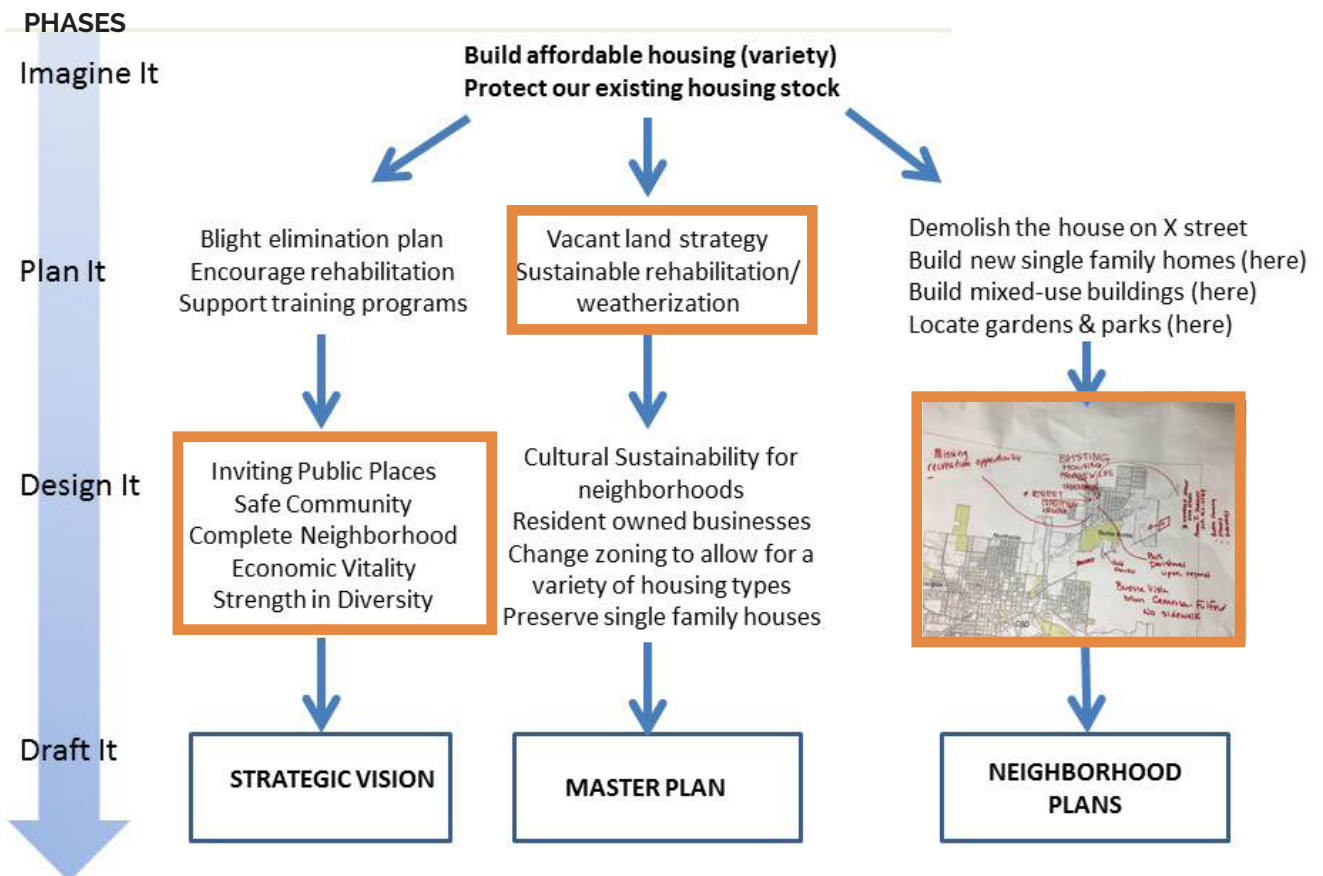
As you read through the Master Plan, you may ask yourself, "where did my comment go?" The purpose of IK 2025 was to create an opportunity to discuss all aspects of City services operating at all levels. Input came into the City through many different channels of communication, including email, surveys, discussions, maps, and drawings. Because every venue over the 16-month IK 2025 process offered up new conversations, City staff spent months sorting through the communications received. The graphic below illustrates how different comments were organized for plan inclusion and implementation.

Each phase of IK 2025 narrowed the direction of input, leading to more detailed information and the development of specific actions. The plans developed out of IK 2025 all relate to one another, creating a holistic implementation strategy.

The **Strategic Vision** states the goals for the entire City. The **Master Plan** creates policy direction for land development and transportation, including zoning and policy updates to implement the vision.

The **Neighborhood Plans** give specific direction on where, what, and when it is done in each geographic area. Neighborhood Plans are detailed in the Great Neighborhoods section of this document.

Where Did My Comment Go?



Imagine Kalamazoo 2025

Imagine Kalamazoo 2025 responds to Citywide needs

and invites ongoing community engagement.

2016



2017

Engagement Stages

Imagine It

Through traveling presentations, pop-up engagement, Meetings on the Go, surveys, living walls, and online engagement Kalamazoo residents outlined their vision for 2025

Initial themes:

- Opportunity
- Equity
- Vibrancy
- Friendliness
- Connectivity
- Cultural Diversity
- Collaboration
- Accessibility

Plan It

Initial themes were discussed and prioritized. Focus began to turn to specific topics and policies to address housing, safe transportation, environmental improvements, and economic mobility.

Citywide goal priorities:

- Impacting poverty
- Early childhood services (non-profit and governmental)
- Healthcare access
- Criminal justice reform
- Employment and entrepreneurial support
- Safer neighborhoods
- Variety of housing
- Infrastructure - disability-friendly; alternative transportation
- Open space
- Healthy neighborhoods, active living
- Vision Zero - No pedestrian deaths on our streets
- 4- season downtown
- Daily needs in neighborhoods
- Streetscape enhancement
- Public art
- Inclusive activities

Design It

City staff traveled to neighborhoods to engage residents on issues important to their neighborhood.

Neighborhood focuses:

- Land Use/ Transportation: complete streets policy, updated non-motorized transportation map, reduce development barriers, form-based code
- Shared Prosperity/Economic Development Strategy: entrepreneurship, local hiring, local business support, youth development, workforce development
- Climate Action Plan: weatherization, extreme weather readiness, food security
- Attainable Housing Strategy: ensure everyone has quality housing
- Complete Neighborhoods: equity and quality of life, invest in open space, arts & culture

The outreach to establish the vision of Kalamazoo for the next 10 years was formed through the IK 2025 process. Over 16 months, the community provided input through surveys, art, City-wide and neighborhood meetings, and one-on-one conversations. IK 2025 built upon itself during its three engagement phases - Imagine It, Plan It, and Design It - each time confirming what was heard and asking for more detail.

Vision Alignment

Focused group discussions confirmed major themes and helped to plan alignment with the Strategic Vision.

Strategic Vision Goals fall into the following categories:

- Shared Prosperity
- Connected City
- Inviting Public Places
- Environmental Responsibility
- Safe Community
- Youth Development
- Complete Neighborhoods
- Strength through Diversity
- Economic Vitality
- Good Governance

The Master Plan works to achieve the Strategic Goals & IK 2025 vision.

By the Numbers



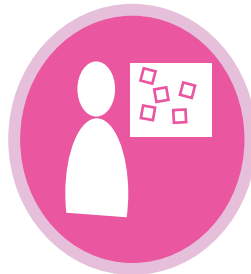
520 Meeting
on the Go
participants



1056 survey
respondents



163 online
engagements



1056 living and
graffiti wall
comments



1263 meeting
participants

4058 points of contact

Strategic Vision Alignment

The first document to result from the IK 2025 process was the City's Strategic Vision. The Strategic Vision shapes the work of the City, both internally for staff and externally to represent the community's needs. It guides all plans created by the City, including this Master Plan, as a means to implement the community's vision.

Community Themes

Three themes emerged early in the IK 2025 process. These themes became the base of the Strategic Vision and guided the later phases of IK 2025 engagement. The three themes can be found woven throughout the Master Plan.

Connected & Accessible Community. Successful communities develop strong connections between a diverse range of people and places.

Equity & Opportunity for All. Limited resources and opportunities must be shared; all people from every neighborhood share in decision-making processes.

Vibrant & Friendly Environment. It is vital that we protect and improve the quality of our local natural environment, and create strong communities with targeted, place-based, community-driven investments.

Strategic Vision

The Strategic Vision is the overarching vision for the City. Its guidance of all future City work, starts with Master Plan. The Strategic Vision goals are as follows:

Shared Prosperity. Abundant opportunities for people to achieve shared prosperity.

Connected City. A city that is networked for walking, biking, riding, and driving.

Inviting Public Places. Parks, arts, culture, and vibrant streets.

Environmental Responsibility. A green and healthy city.

Safe Community. A community where it is safe to live, work, bike, drive, walk, and play.

Youth Development. A city with places and supports that help young people thrive.

Complete Neighborhoods. Residential areas that support the full range of people's daily needs.

Strength Through Diversity. An inclusive city where everyone feels at home.

Economic Vitality. A supportive infrastructure for growing businesses and stabilizing the local economy to the benefit of all.

Good Governance. A City organization with the capacity and resources to effectively implement the community's vision in a sustainable way.

Plan Alignment

As the Master Plan is a primary tool for achieving the Strategic Vision, the strategic goals are woven throughout. The table to the right details the critical areas of overlap. This table is repeated in *Imagine Kalamazoo at Work* (see Section 5), which serves as the work plan for this document. The goals and actions of this document are organized using the Strategic Vision to ensure alignment.

Strategic Vision & Master Plan Alignment

| | SP | CC | IPP | ER | SC | YD | CN | SD | EV | GG |
|------------------------|-------------------|----------------|------------------------|------------------------------|----------------|-------------------|------------------------|----------------------------|-------------------|-----------------|
| Strategic Vision Goals | Shared Prosperity | Connected City | Inviting Public Places | Environmental Responsibility | Safe Community | Youth Development | Complete Neighborhoods | Strength Through Diversity | Economic Vitality | Good Governance |

Master Plan Sections

Connected City

| | | | | | | | | | | |
|--------------------------------|---|---|---|---|---|--|---|--|---|--|
| Components of a Connected City | ● | ● | ● | ● | | | ● | | | |
| Strategic Framework | ● | ● | ● | | ● | | ● | | ● | |

Great Neighborhoods

| | | | | | | | | | | |
|------------------------|---|---|---|---|---|---|---|---|---|---|
| Complete Neighborhoods | ● | ● | ● | ● | ● | ● | ● | | ● | ● |
| Neighborhood Plans | ● | ● | | ● | ● | | ● | | ● | |
| Zoning as a Strength | | ● | ● | | ● | | ● | | | ● |
| Neighborhood Networks | | ● | | ● | ● | | ● | ● | | |
| Parks & Recreation | ● | | ● | ● | | ● | ● | ● | | |
| Historic Neighborhoods | | | ● | | | | ● | | | |

Downtown Life

| | | | | | | | | | | |
|---------------------------|---|---|---|---|---|---|---|---|---|---|
| Downtown Networks | ● | ● | | | ● | | | | ● | |
| Downtown Zoning | | ● | ● | ● | ● | | ● | | ● | ● |
| Marketing | | ● | | | | | | | ● | |
| Arts & Activities for All | ● | ● | ● | ● | | ● | ● | ● | ● | |

The Strategic Vision Goals align with the sections of the Master Plan as noted in this matrix.

Master Plan

The Master Plan takes the approach of viewing land use and transportation planning as two halves of the same whole. Only when working in concert, will the community vision be realized. Using this approach to shape the future built environment is demonstrated in each section of this document, from laying out the Strategic Framework to enhancing our great neighborhoods.

Section One: Connected City

The Connected City aims to create the vibrant, well-loved places envisioned for Kalamazoo and re-establish the community between residents and neighborhoods.

Land Use and Transportation.

This document recognizes that great care must be taken to direct land development in a way that promotes connectivity and recognizes its transportation needs. This is balanced with the desire of promoting shared prosperity, protecting neighborhoods, supporting affordable housing, and preserving open space.

The Land Use and Transportation Framework combines these planning practices through development standards and street types. Together, with the best practice: Smart Growth Principles (Figure 3) these support a thriving urban city with compact mixed-used development, reduced travel distances, and an active transportation (bicycling and walking) network. This contributes to a healthy community and the reduction of greenhouse gas emissions, while offering residents choices within the transportation network.

Beyond land use and transportation, Connected City also considers infrastructure needs. Understanding how development, transportation, and infrastructure overlap allows the City to most efficiently manage its capacity to support the needs of its residents now and in the future.

Section Two: Downtown Life.

Downtown Kalamazoo serves as the entertainment, commercial, and employment center for southwest Michigan. It is also one of Kalamazoo's 22 neighborhoods, with a growing residential population and expanding employment opportunities. To support growth on all fronts, the concept of a connected city is focused on Downtown. Recognizing the continued interest in priorities like the conversion of one-way streets and the improvement of transit and bicycle connections, recommendations are made for both the public realm (streets) and land development.

"Every increment of construction should be done in such a way as to heal the city."

~ Christopher Alexander

Section Three: Great Neighborhoods.

Each of Kalamazoo's 22 neighborhoods has its own needs and focus. Resulting from neighborhood discussions in IK 2025, this section aims to define what a Complete Neighborhood means in Kalamazoo and how they can be realized. Providing a road map to achieving these goals, this section details neighborhood planning efforts and the support of City regulations such as the Zoning Ordinance.

Section Four: Imagine Kalamazoo (IK) at Work

Kalamazoo has worked very hard to create the vision for its future. This document details that vision and IK at Work is intended to be a work plan to achieve it. IK at Work summarizes all of the goals and actions in this document and aligns them with the Strategic Vision. It

is an outline of how Kalamazoo can track its success and tell its story, over the next 10 years.

IK at Work is also a partnership between the City, the community, and the many individuals and organizations who helped imagine the future and who have committed to help make it a reality. Implement requires partners, alliances with the community, neighborhoods, organizations, and other government agencies. Within the City itself, to further implementation, the Master Plan will be tied to Kalamazoo's priority based budgeting (PBB) process, factored into the Foundation For Excellence (FFE) aspirational project funding, and guide the work of all City Departments and staff.

Best Practice: Smart Growth Principles

Smart Growth. The Smart Growth Principles are one tool that the Master Plan uses to recreate the connections and achieve a vibrant community. They are:

1. Mix land uses.
2. Take advantage of compact building design.
3. Create a range of housing opportunities and choices.
4. Create walkable neighborhoods.
5. Foster distinctive, attractive communities with a strong sense of place.
6. Preserve open space, farmland, natural beauty, and critical environmental areas.
7. Strengthen and direct development toward existing areas.
8. Provide a variety of transportation choices.
9. Make development decisions predictable, fair, and cost effective.
10. Encourage community and stakeholder collaboration in development decisions.

Acknowledgments

The Master Plan is the work of many individuals, community groups and organizations who contributed their valuable time, ideas, and support throughout the engagement process. We look forward to continuing to add to these pages!

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Arcadia Neighborhood Association
Eastside Neighborhood Association
Edison Neighborhood Association
El Sol Elementary School
Fairmont/West Douglas Neighborhood Association
Downtown Citizen Advisory Council
Downtown Kalamazoo Incorporated
Fire Station #5
Kalamazoo College
Milwood Community Church
Milwood Neighborhood Association
Parkwood Upjohn Elementary School
Northside Association for Community Development
Oakland Drive/Winchell Neighborhood Association
Oakwood Neighborhood Association
Parker-Duke Neighborhood Association
Parkview Hills Neighborhood Association
Parkwyn Village Neighborhood Association
Saint Mary's Church
Stuart Area Restoration Association
Threads Church
Vine Neighborhood Association
West Main Hill Neighborhood Association
Westwood Neighborhood Association
WMU Office of Sustainability
WMU Student Association
Winchell Elementary School
Woodward Elementary School

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A large, diverse crowd of people is gathered outdoors, many with their hands raised in the air. The crowd includes people of various ages and ethnicities. In the background, a person is wearing a blue baseball cap with a logo. The overall atmosphere appears to be one of a community event or rally.

Become known as the most disability friendly city by 2025

If everyone participates in social activities they enjoy, we would have a diverse community with opportunities to make connections, create anchors in the region, and be actively proud of our community.

We [also] need to ramp up public transportation to allow everyone access to all parts of the city at extended hours. This will help create economic justice and growth in our community.

The city needs to be connected with bike and walking trails and offer more public transportation.

Connected City

1. Introduction

1.1 Principles of a Connected City

1.2 Components of a Connected City

- ◇ Streets
- ◇ Intersections
- ◇ Sidewalks
- ◇ Land Use
- ◇ Architecture
- ◇ Public Spaces

2. Land Use & Transportation

2.1 Future Land Use Definitions

2.2 Commercial & Neighborhood Nodes

2.3 Future Land Development Map

2.4 Framework of Street Types

- ◇ Sub-Urban Corridor
- ◇ Neighborhood Connector
- ◇ Main Street
- ◇ Priority Street
- ◇ Neighborhood Street

3. Transit Planning

3.1 Transit Circulation

4. Non- Motorized Plan

4.1 Pedestrian Environment

4.2 Bicycle Network

4.3 Designing & Maintaining Pedestrian Facilities

1. Introduction

Throughout Imagine Kalamazoo (IK2025) residents described their ideal neighborhood conditions: calmed traffic, retail establishments, and a variety of housing; among other things. The Connected City is the framework that works to connect neighborhoods; create inviting public places; and improve human, community, and environmental health residents desire. Using an approach that includes transportation choice; a set of principles and built environment components are used to describe and define the character of streets and the built environment. Working together, the principles and components guide the form, location, and quality of future development.

1.1 Principles of a Connected City

IK2025 participants said that a Connected City is accessible, comfortable, connected, convenient, engaging, and vibrant. The principles of Connected City were developed from the Strategic Vision Goals (Figure 1) to create comprehensive strategies that will be applied to projects. The qualitative principles are:

Accessible. An accessible place is capable of being used by people of all ages and mobility levels.

Comfortable. A comfortable place is an environment where visitors experience a sense of ease, enabling a feeling of personal safety and independence.

Connected. A connected place is a physical network offering multiple routing options to a diverse range of activities, resources, services, and places.

Convenient. A convenient place is easy to understand and navigate, Orientation, wayfinding, and routing choices support travelers in meeting their daily needs.

Engaging. An engaging place is designed to facilitate formal and informal social exchanges, creating a positive experiences along a street.

Vibrant. A vibrant place is an area pulsating with diversity of life, culture, and activity. The variety and concentration of retail, restaurants, and entertainment venues appeal to a broad spectrum of users throughout the day and into the night.

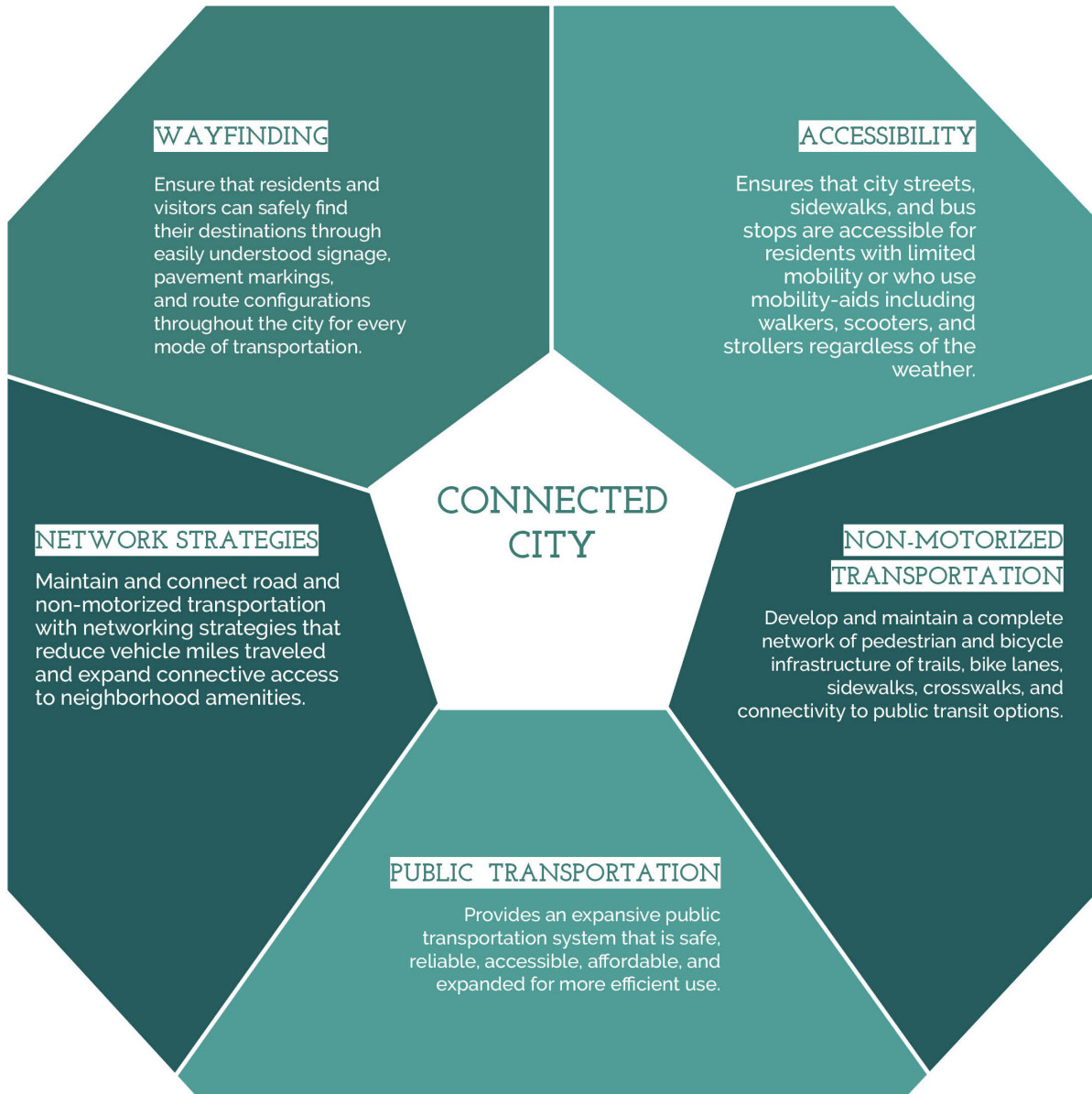
1.2 Components of a Connected City

The whole is greater than the sum of its parts. Every building, streetscape, programmed event, park, and trail collectively creates special experiences in Kalamazoo. The principles are applied to each Connected City component. The built environment components are:

Streets. A variety of characteristics help shape a great street. The feel of a street can change dramatically with the type, texture and color of pavement; even the feeling that trees, lane width, and spacing of buildings give can impact a pedestrian's experience. As the streets are the primary piece of our transportation network and the majority of our public space, they have a direct impact on the overall character and feel of the City.

Strategic Goal: Complete Neighborhoods.

Figure 1



Connected City is Strategic Vision Goal that focuses on creating a complete network for walking, biking, riding, and driving in Kalamazoo. Master Plan recognizes that to realize a Connected City, Land Development must be tied with transportation.

Streets can be inviting public places of social connectivity as well as a transportation network. Streets can support dual roles within the network as both destination and generator of traffic.

Intersections. Intersections represent the critical junction of all modes of travel. The safety and efficiency of transportation modes are defined by the design and operation of intersection - most importantly, pedestrian crossings at intersections. Crosswalks should be considered as an extension of the sidewalk.

Sidewalks. Sidewalks, in their simplest form, join intersections together and are the pedestrian travel lane. A closer examination reveals a place of activity determined by design considerations like: sidewalk width, pavement type and texture, building placement, location of windows and entrances, wayfinding signs, shade and weather protection from awnings or trees, and street furniture.

The role of the urban sidewalk extends beyond that of a mere pathway for pedestrians. The urban sidewalk is the connective tissue that unifies the pedestrian experience within the fabric of the neighborhood center. It is a place for social exchange, dining, entertainment, shopping, and people-watching. When properly designed, people are willing to walk longer distances to a destination.

Land Use. Pedestrian activity and economic vitality in urban commercial areas is generated by the intensity and diversity of land uses. Uses such



Photo credit: Neal Conway



Photo credit: Neal Conway



Photo credit: Neal Conway

Walkability is "the extent to which the built environment is friendly to the presence of people living, shopping, visiting, enjoying, or spending time in an area."

Dan Burden, Walkable Communities

as retail, restaurants, and entertainment serve as destinations. The ground floor presence of doorways, window displays, and outdoor cafes all provide opportunities for socialization and interaction. These uses contribute to the highest volume of pedestrian activity and increase the vibrancy of the street. Office and residential land uses are activity generators. Their close proximity to destination uses is important in extending the duration of pedestrian activities that utilize the street. When generators are mixed with destinations that remain open beyond the work day for most employees, the area has an extended life. The street stays active and is no longer silent after five p.m.

Architecture. The average pedestrian walks at a pace of three miles per hour. For pedestrians to be adequately engaged and interested, the streetscape and adjacent buildings should vary in design or detail at least every fifty feet. The style of the architecture may vary from building to building. What remains consistent is the placement of a building at or near

the front property line, clear building entrance, and ground floor transparency. These can greatly influence whether or not a pedestrian travels down a given block. This represents very different design requirements from that of a building seen by a driver in a moving vehicle.

Kalamazoo's residential and historic character are excellent guiding examples of what makes a neighborhood center and downtown vibrant and active. Studying what makes a great street starts with recognizing that the City has many incredible places to take queues from.

Public Spaces. Parks and open spaces encourage healthy living through opportunities for recreation and relaxation, contributing to the physical, social, and economic health of a city. Traditional public spaces and their linear companions, sidewalks and trails, represent the heart of the public realm. Their quality, placement, design, and utilization all contribute to quality of life.

2. Land Use & Transportation

“When considering integrated land use and transportation planning, placemaking promotes a simple principle: if you plan cities for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places.”

- Project for Public Places

Integrating land use and transportation is recognition that fast moving traffic creates safety issues for pedestrians, is dangerous and uncomfortable to bicycle with, and can limit the development opportunities for neighborhoods and downtown.

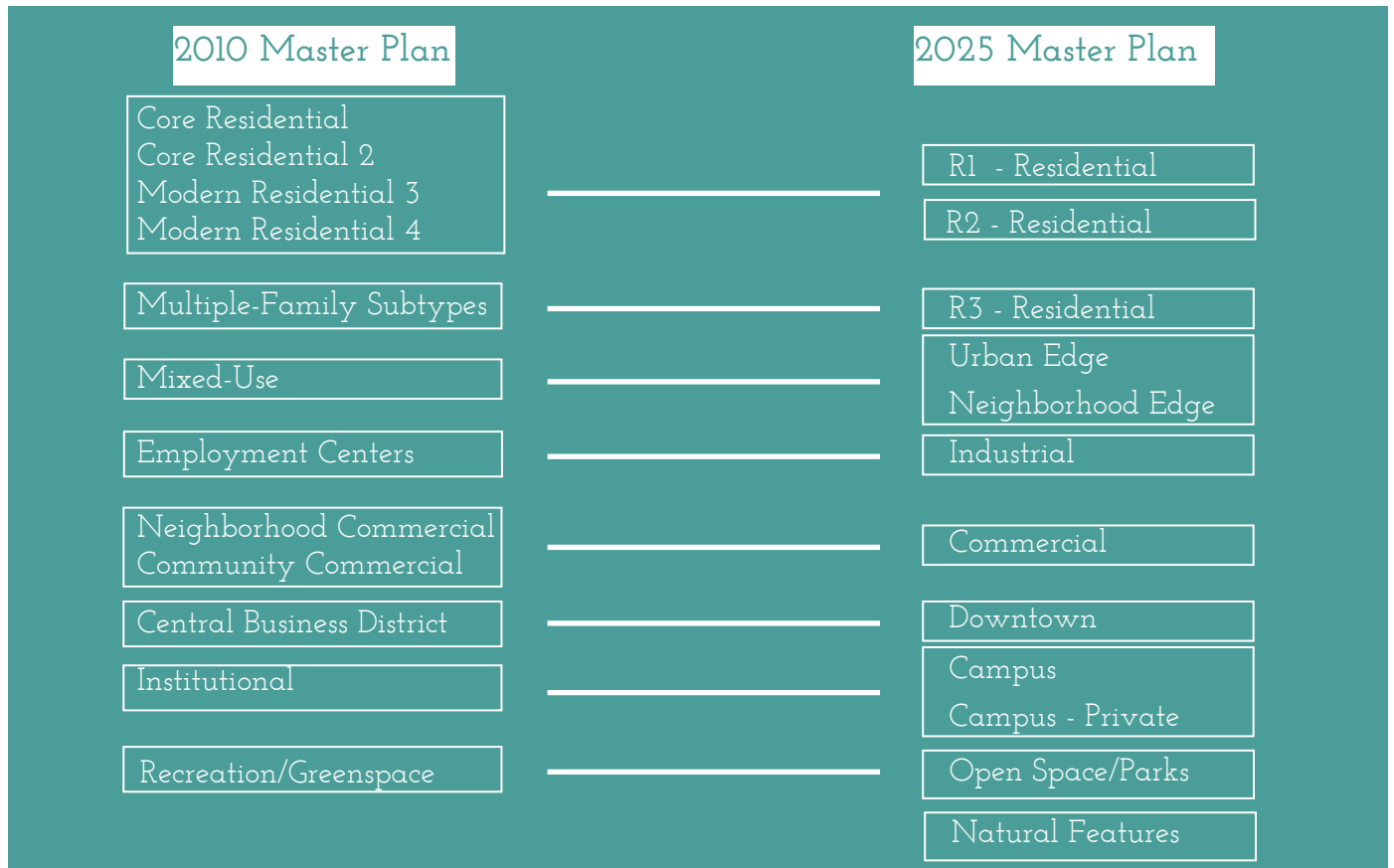
Through a new **Land Development Map**, future land use categories, street types, and nodes are combined to become the framework for design recommendations that calm traffic, promote walkability, include bicycle infrastructure, and focus development to support daily neighborhood needs and the goals for the 2025 Master Plan.

2.1 Future Land Use Categories

The 2025 Master Plan simplifies the land use categories; comparison below (Figure 2) from the 2010 Master Plan. The residential categories provide the context for a variety of low-density single-family housing types to medium density row

Land Use Categories 2025 Compared to 2010

Figure 2



houses, or higher density urban apartment buildings in neighborhoods. New categories are Urban and Neighborhood Edge that enable existing and new development flexibility for a variety of building types that support residential density and commercial scale in appropriate locations.

Future Land Use vs. Zoning Districts. Like previous master plans, appropriate future land uses are described and mapped in this document. It is important to note that future land use designations are not the same as zoning districts or standards. They are designations on a plan that provide guidance on appropriate land uses if a lot were to be redeveloped in the future. The designations will guide future Zoning Ordinance updates to achieve the goals of this document, such as Complete Neighborhoods or to support the City's Housing Strategy.

2.2 Commercial & Neighborhood - Nodes

Throughout IK2025 the desire to have more daily needs closer for residents to walk to was heard in every neighborhood. To achieve this, the Future Land Development Plan designates Nodes at key intersections or along specific blocks. Nodes consist of walkable features and specific right-of-way and intersection design guidelines. The building form, parking, and architecture will be designed to attract residential mixed-use with retail, restaurants, and other office or commercial activity.

The Future Land Development Plan designates two scales of walkable urban Nodes: Commercial and Neighborhood. The Commercial Node is defined by large scale retail destinations that draw from several neighborhoods or outside the city. A Neighborhood

The framework for Land Development illustrated is updated from the 2010 Master Plan; it is based on the success of past master plans while incorporating new best practice research.

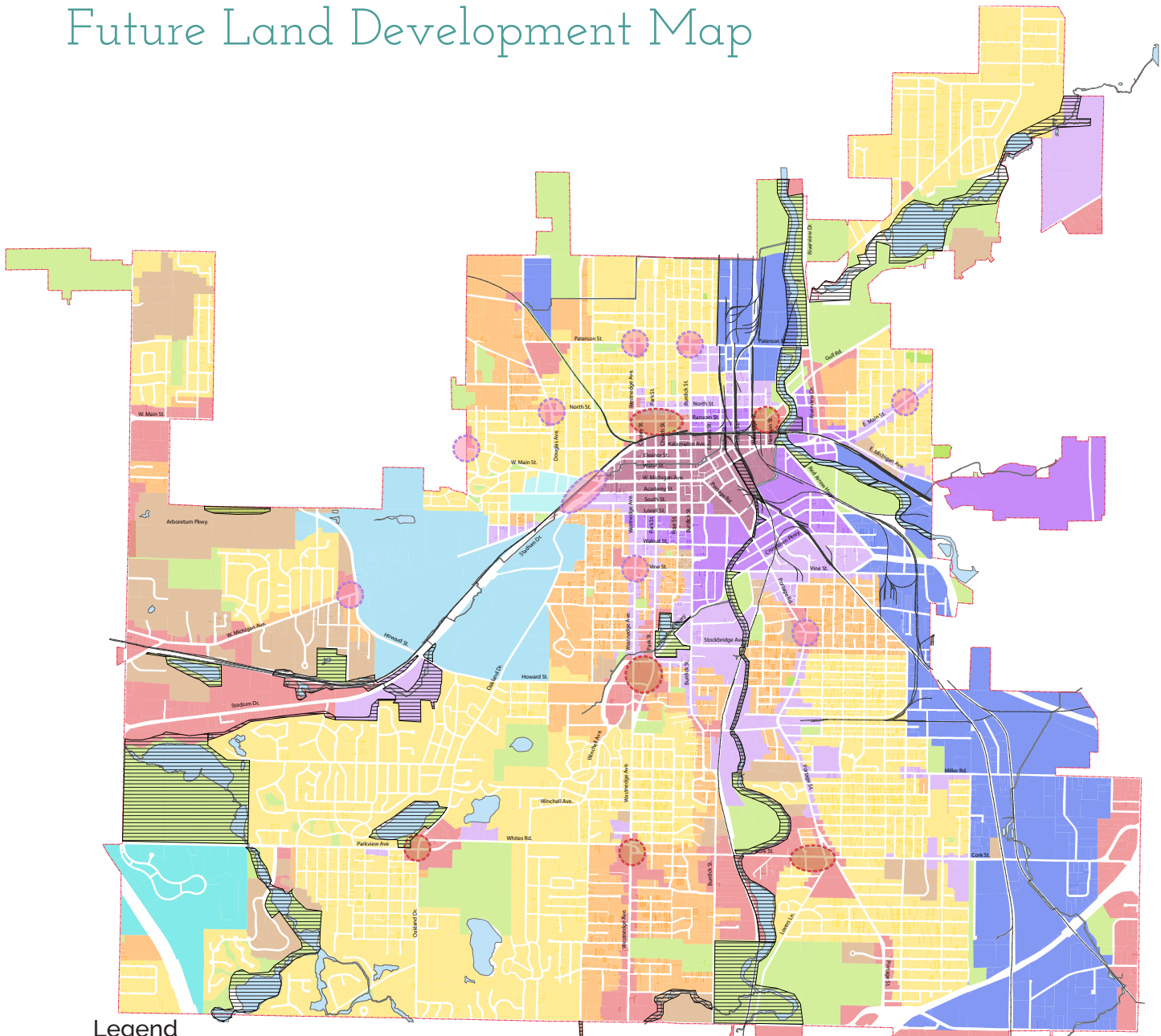
Node is smaller in scale and provides easier access to daily needs within one or two adjacent neighborhoods. Both Nodes will apply the following design strategies.

Street Design. Creating a comfortable and safe pedestrian environment, regardless of the street type designation, is critical at Nodes. This can include the implementation of:

- Widen sidewalks for outdoor cafes, furniture, and activities. (Standard is 5 to 6 feet)
- Street furniture (benches, planters, trash bins)
- Street trees
- Reduced traffic speed through street design
- Pedestrian-scaled lighting
- Bus stop shelters
- Bicycle parking
- Pedestrian-activated crossing lights
- Bulb-outs and curb extensions at intersections
- On-street parking that buffers pedestrians from vehicles.

Parking Management. To the greatest extent possible parking will be located at the rear or side of a building. Pedestrian safety, accessibility, and clear

Future Land Development Map



Legend

- Downtown
- Commercial
- Industrial
- Urban Edge
- Neighborhood Edge
- R3-Residential
- R2-Residential
- R1-Residential
- Open Space/Parks
- Natural Features
- Campus
- Campus/Private
- Commercial Node
- Neighborhood Node

walking paths are priority in a Node with slowed vehicle traffic from driveways and within parking lots. Supporting reduced parking requirements, alternative parking arrangements, and Transportation Demand Management (TDM) strategies to reduce the area dedicated to parking and increase area dedicated to employment, housing, parks, public art, or other amenities. On-street parking is preferred to off-street and will count toward any parking minimums.

Building Placement. The placement of buildings is almost as critical as their uses. Creating a continuous and inviting walkable street requires building closely up to the sidewalk. In new development areas, placement for wider sidewalks that allow cafes, sandwich board signage, and other street furniture is desired. The building facade should have large clear windows and have clear accessible entry from both the parking areas and sidewalk.

Land Use. Nodes are critical walkable destinations for everyday use. Development can include commercial, office, and residential to create mixed-use areas that provide for increased housing and transportation choices, and the creation of vibrant places to serve local residents for daily needs.

Open Space. Development plans in nodes should incorporate public spaces (squares, plazas, etc.) into private developments to encourage social interaction, particularly where such spaces promote relationships between businesses, residents, and visitors. Open space should be designed with the node in mind, and not on a lot-by-lot project basis.

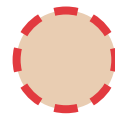
2.3 Future Land Development Map

Downtown

Allows high-density residential uses and compact combinations of pedestrian-oriented retail, office, and entertainment. Active uses (e.g. retail) are desired on the ground floor of Priority Streets and on corners. First floor residential and less active uses may be permitted on other street types within Downtown.

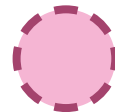
Commercial

Permits a wide range of retail, office, and entertainment uses. Residential may be incorporated into commercial areas to create a mixed-use area or serve as a transition to lower density residential. Mixing of uses may be horizontal or vertical. Active uses (e.g. retail) are encouraged on the ground floor, particularly at key intersections (nodes), corners, and along the front property lines.



Commercial Node

A large footprint walkable mixed-use area designed to provide a wide range of commercial uses, focused on meeting daily needs, and scaled to serve multiple neighborhoods. Housing, retail, restaurant, and office are permitted. Development must follow Node design standards to support the intent as a walkable and vibrant commercial area.



Neighborhood Node

Smaller footprint neighborhood serving walkable mixed-use area of commercial uses. The node is

designed to provide a range of uses focusing on daily needs for the local population of a neighborhood. It can include housing, retail, restaurant, and office uses, but at a smaller scale than those in the Commercial Node. Development within the node must follow design standards to support its intent as a walkable vibrant asset within a neighborhood.

 Urban Edge

Allows for a mix of medium-scale uses in areas serving as transitions along more intense Downtown, commercial, or industrial development areas. It is often located on high-capacity transit corridors or at the intersection of transportation corridors. An expanded range of uses are permitted including light industrial maker spaces, commercial, office, and medium to high-density residential. Development is intended to attract employees and residents. Uses can include specialty retail, artist studios, food and beverage production/retail spaces that can attract regional customers.

 Neighborhood Edge

This land use allows for a mix of zoning districts that respond to neighborhood context. The land uses contain small-scale neighborhood development. The zoning district can include single family to medium density residential, small footprint retail, offices, restaurants, and non-auto service-oriented development. Development can occur in a variety of buildings types - traditional commercial buildings and residential structures that have been converted to contain commercial uses.

 Industrial


Accommodates industrial development and limited

supporting commercial uses. Development in this classification could have a large impact on adjoining properties and the environment - it requires management of setbacks, access, and environmental mitigation.

There are three residential designations. They are context based and represent a sliding scale of intensity.

 R1-Residential

Lowest intensity residential development.

 R2-Residential

Medium intensity residential development.

 R3-Residential

Highest intensity residential development.

 Open Space/Parks

Land or water areas generally free from development. Primarily used for park and recreation purposes, but may also indicate private or public open spaces reserved for natural resource conservation.

 Natural Features

An area with existing natural features, including creeks, floodplains, stands of large trees, and slope, that should be protected through such methods as conservation easements or land acquisition. The City will work with property owners, key stakeholders, and conservation minded organizations to achieve the long term protection of these areas for such ends as public enjoyment and environmental health. Development that occurs near these designations will need to complete a thorough analysis of the natural features and the proposed project to mitigate potential negative impacts.

Campus

Campus/Private Institution

Allows the development of one user or multiple similar uses on a large site. Typically includes multiple buildings and a street network. Campus-Private Institution requires the development and approval by the City of a site specific master plan.

2.4 Transportation Framework

The Transportation Framework aims to achieve a comprehensive, multimodal network designed with the adjacent land development in mind. Kalamazoo is very close to being a built-out community. Achieving a comprehensive transportation network cannot be accomplished by simply adding new streets. It requires making the best use of the existing network and changing the view of streets from simply a thoroughway to valuable public space.

Complete Streets Network. Planning for the use of streets should take into consideration the network of desired destinations - Downtown, Nodes, schools, parks, neighborhoods and access to them. A Complete Street network considers access to destinations by all transportation means: pedestrians, bicycling, and vehicles (bus, car, truck, semi-tractor trailer). This approach will allow for the evaluation of street design that connects the gaps in the network for all modes of transportation.

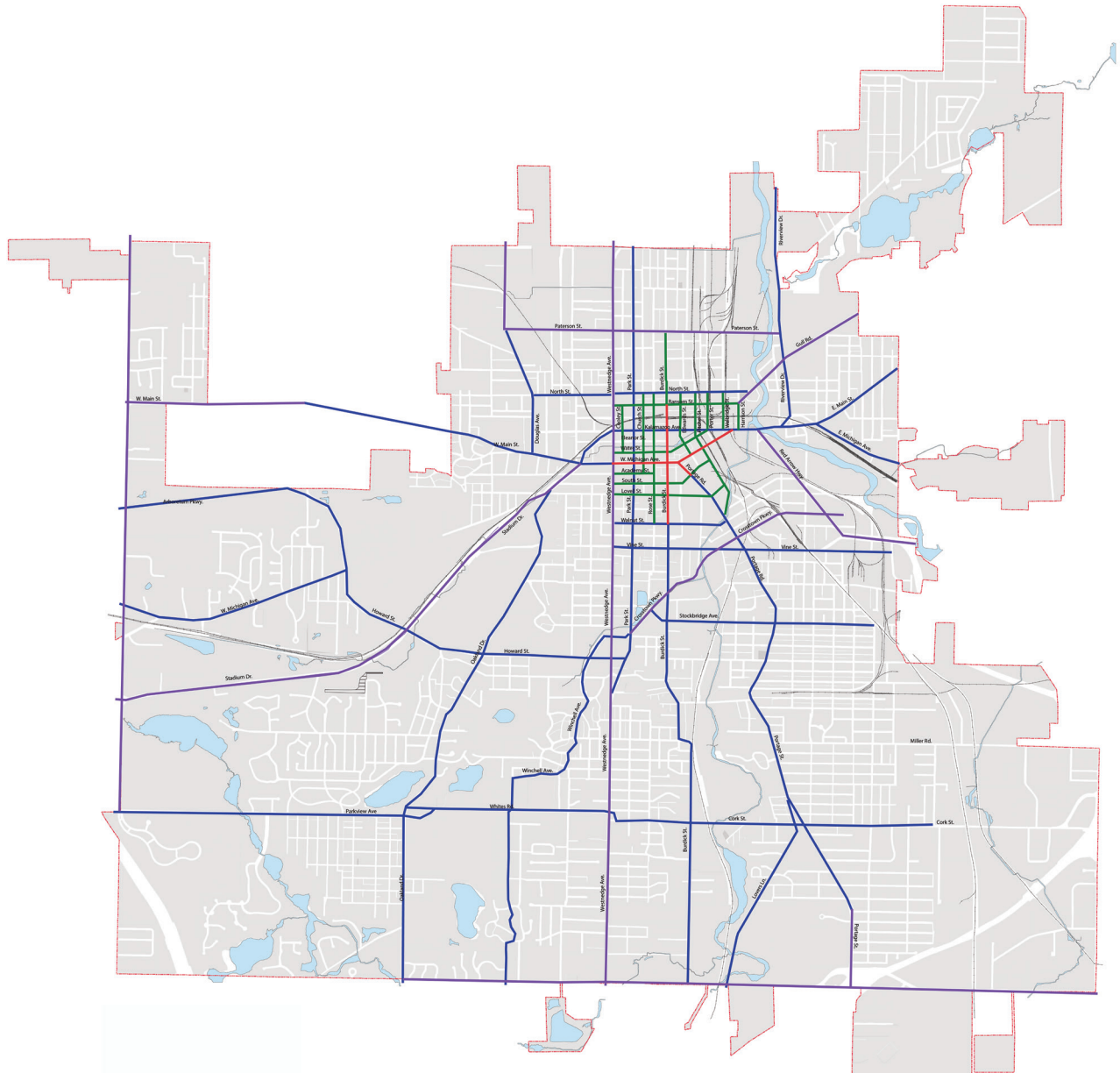
Inviting Public Places. Street right-of-way is one of the largest public realms in the city with nearly 25% of land used in Kalamazoo. One function of streets are for moving people from one location to another. The pedestrian areas (sidewalks, wide shoulders, shared use paths) are valuable public spaces that establish the character of an area, act as gateways, and encourage socialization and commerce.

Future street maintenance and construction in Kalamazoo will consider a Complete Streets policy to evaluate network connectivity for all users, design for low speeds, take into account location within a neighborhood, and the access needs of the adjacent development. To reflect the integrated placemaking approach of land use and transportation a Framework of Streets has been developed.

Framework of Streets. This framework considers streets as they traverse the city, and the relationship to land use as it changes to get people in and around Kalamazoo. The design of the site, buildings, and public way respond to the transportation mode priorities (i.e., pedestrian, bicycle, or vehicular traffic) for the area. Furthermore, a Complete Streets policy will guide the network strategies that meet the goal to serve all users, connect neighborhoods, and calm traffic.

The Framework of Streets outlines five Street Types and primary non-motorized routes. The Street Types are informed by the land use designations in the Land Development Plan, each having a unique intent and set of design and development parameters. A street may change it's character as it meets the needs of the land use - for example a street may have it's beginning in a neighborhood and move into a small neighborhood Node. The changes may be subtle as you leave the neighborhood and as you get closer to the Node such as, buildings moving closer to the street, sidewalks getting wider, and more frequent on-street parking. Each street listed in the table below works together with other streets in the city to create our transportation network. (Figure 3)

Framework of Street Types



- Sub-Urban Corridor
- Neighborhood Connector
- Main Street
- Priority Street
- Neighborhood Street "local"

Framework of Street Types

Figure 3

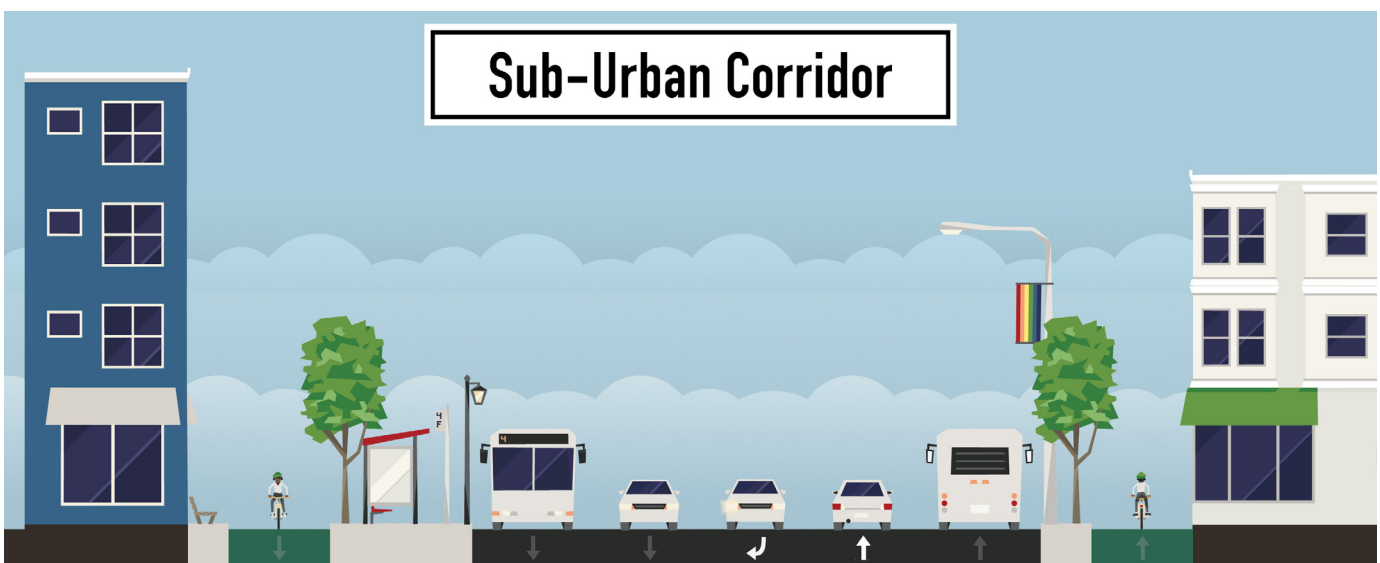
| Primary Non-Motorized Route | Neighborhood Streets | Main Street | Priority Street | Neighborhood Connector | Sub-Urban Corridor |
|--|--|---|---|--|---|
| On-Street: Protected bike lane that serve as bicycle/ pedestrian facilities on Neighborhood Connectors or Sub-Urban Corridors. Commonly found off-street as a parallel route when on-street facilities are not in place. Should be a minimum of 10' in width. Connections to parks, natural spaces, or rail corridors. | Slowed traffic Pedestrian crossing visibility On-street parking Sidewalk on at least one side of the street Bicycle route signage or sharrows to connect to primary non-motorized routes Some transit service | Primarily serves pedestrians Slowed traffic through Nodes Pedestrian crossing enhancements Crosswalk bump-outs On-street bike lanes On-street parking Center turn lanes | Downtown street Slowed traffic Pedestrian crossing enhancements Crosswalk bump-outs On-street bike lanes On-street parking High standards for streetscape, lighting, and wayfinding Transit served | Slowed traffic; especially through Nodes Pedestrian crossing enhancements Crosswalk bump-outs On-street bike lanes On-street parking Center turn lanes at major intersections High use transit route | Continuous center left turn lane Restricted left turns in/out of some driveways Bike lanes are protected or parallel off street No on-street parking High use transit route |
| Intersect with transit as often as possible Off-street parking may be provided for trail users See Non-Motorized Section for facilities | These include all other public and private streets in the city Very low traffic volume Slow speeds Frequent stop controlled intersections | Provides access to businesses, employment, mixed-use residential transit users and pedestrians Buildings are up to the street with minimal driveways | Downtown streets that create inviting public places for dining, shopping, relaxing, and family entertainment Transit served Buildings are up to the street with minimal driveways | Connects automobiles, bikes and pedestrians from neighborhood streets to Universities, Colleges, and Neighborhood and Commercial Nodes Retail and service businesses front the street | Office and retail land uses with some mixed-use residential Typically express transit routes that connect from sub-urban hubs to Neighborhood Connectors or Main Streets into |
| No motorized vehicles | < 30 mph | 20-25 mph | 20-25 mph | 25-35 mph | 30-45mph |
| See Non-Motorized Section for all facility types | 2-lanes | 2-3 lanes | 2-3 lanes | 2-4 lanes; may include dedicated transit lane | 3-5 lanes; 2 to 4 lane Sub-Urban Corridor |

Sub-Urban Corridor. Kalamazoo's major corridors that bring traffic into the City play the biggest role in defining the visual image of the City. These corridors will encourage improved development patterns and visually improve the right-of-way. Safe pedestrian and bicycle movements are important on all streets in Kalamazoo, including these corridors. Parallel non-motorized routes provide safe access for pedestrians and bicyclists.

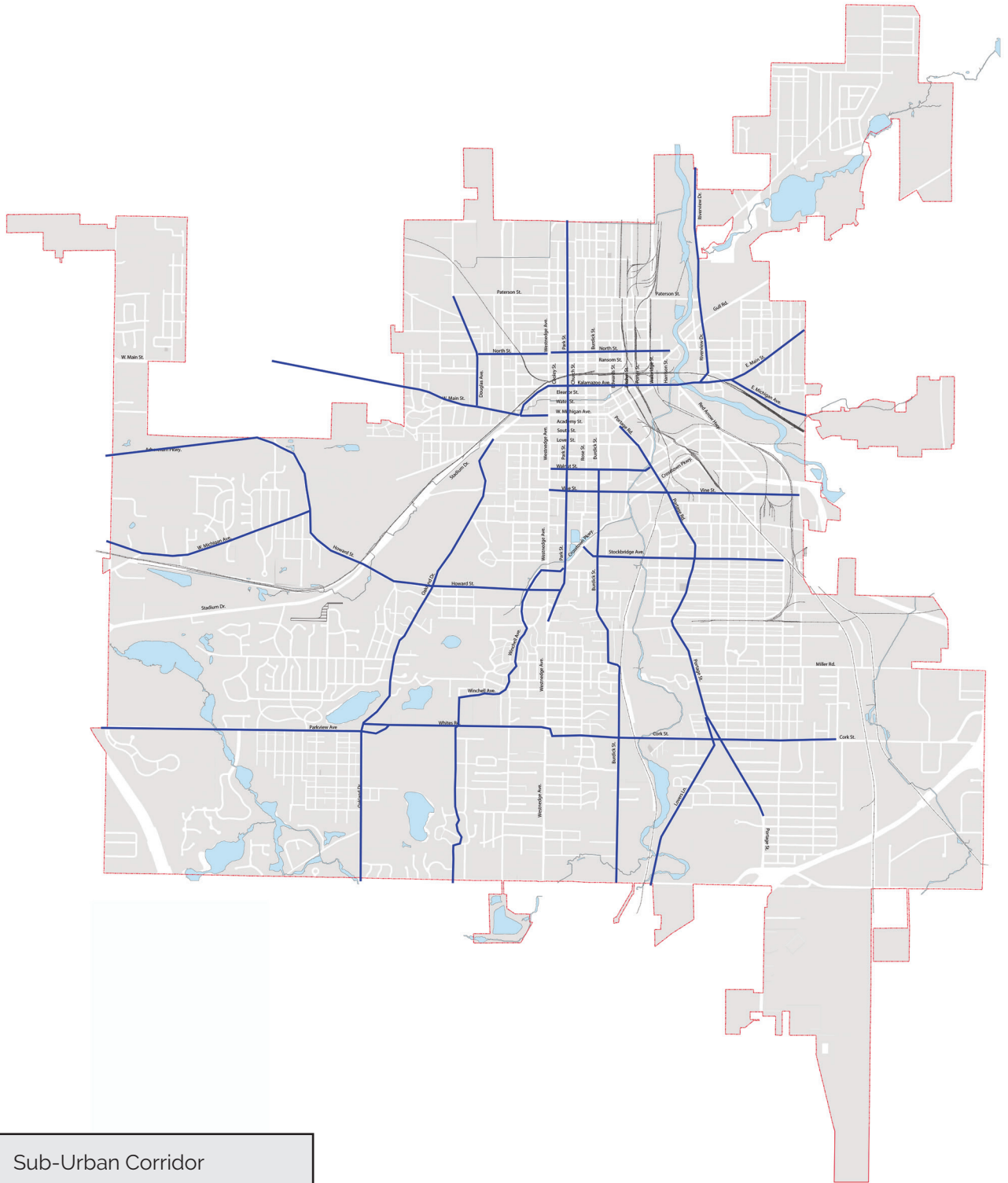
Adjacent Land Development. Sub-Urban Corridors pass through a variety of land use designations as they traverse the City. The majority of uses along this street type are commercial, industrial or high density residential uses. Traffic volumes, vehicle speed, and limited pedestrian amenities make single family and walkable mixed use development less compatible. When Sub-Urban Corridors approach a Node, the street type will change in order to allow for special design features to be applied that slow traffic and increase walkability pedestrian and bicycle amenities.

Transit. Sub-Urban Corridors are also major transit routes in Kalamazoo. Improved bus stops, including American Disabilities Act (ADA) standards for either a concrete pad or shelter with signage, are critical elements for ridership. Future transit facilities may include express bus routes and dedicated lanes or bus rapid transit.

Intersections. Intersection improvements are employed to create safe pedestrian movements on Sub-Urban Corridors. Clearly marked crosswalks and the use of bulb outs or medians to reduce crossing length should be incorporated into designs, especially at transit served intersections. Where non-motorized paths connect and parallel routes, significant signage should alert both motorists and bicyclists to use care and share the road.



Framework of Streets: Neighborhood Connector



- Sub-Urban Corridor
- Neighborhood Connector
- Main Street
- Priority Street
- Neighborhood Street "local"

Neighborhood Connector. Connectors provide cross-city access and connect Commercial and Neighborhood Nodes for all modes of transportation. Slower speeds than a Sub-Urban Corridor, bicycle infrastructure can occur on-street adjacent to vehicular traffic. Building placement will vary as the Connector completes the network connectivity through neighborhoods and the Downtown

Adjacent Land Development. Neighborhood Connectors occur throughout the City. Because of the connectors' low speed, and neighborhood connectivity, all development types are appropriate including new single family infill and revitalizing existing residential. With a Node, special design features are applied to further slow traffic and increase pedestrian and bicycle amenities.

Transit. Neighborhood Connectors are often transit routes in Kalamazoo. Improved bus stops, including American Disabilities Act (ADA) standards for either a concrete pad or shelter with signage, are critical to ridership. Consider bike racks at these facilities.

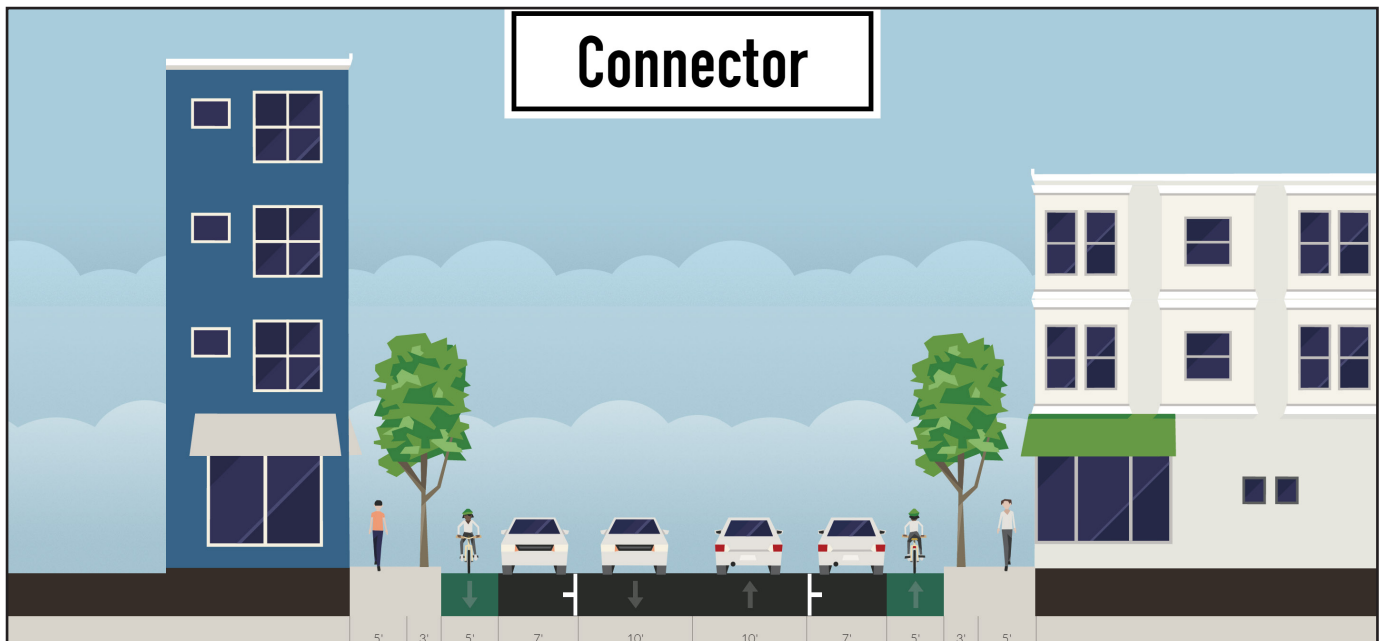
Bicycle Infrastructure. Bicycle routes can be placed on-street as bike lanes or as protected bike lanes. Each street should be evaluated if right of way supports the construction of protected lanes or striped lanes.

Pedestrian Infrastructure. Sidewalks should be located on both sides of a Neighborhood Connector. Clearly marked crosswalks and the use of bulb outs or medians to reduce crossing length should be incorporated into designs, especially at transit served intersections.

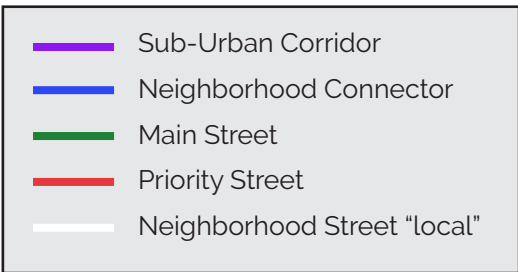
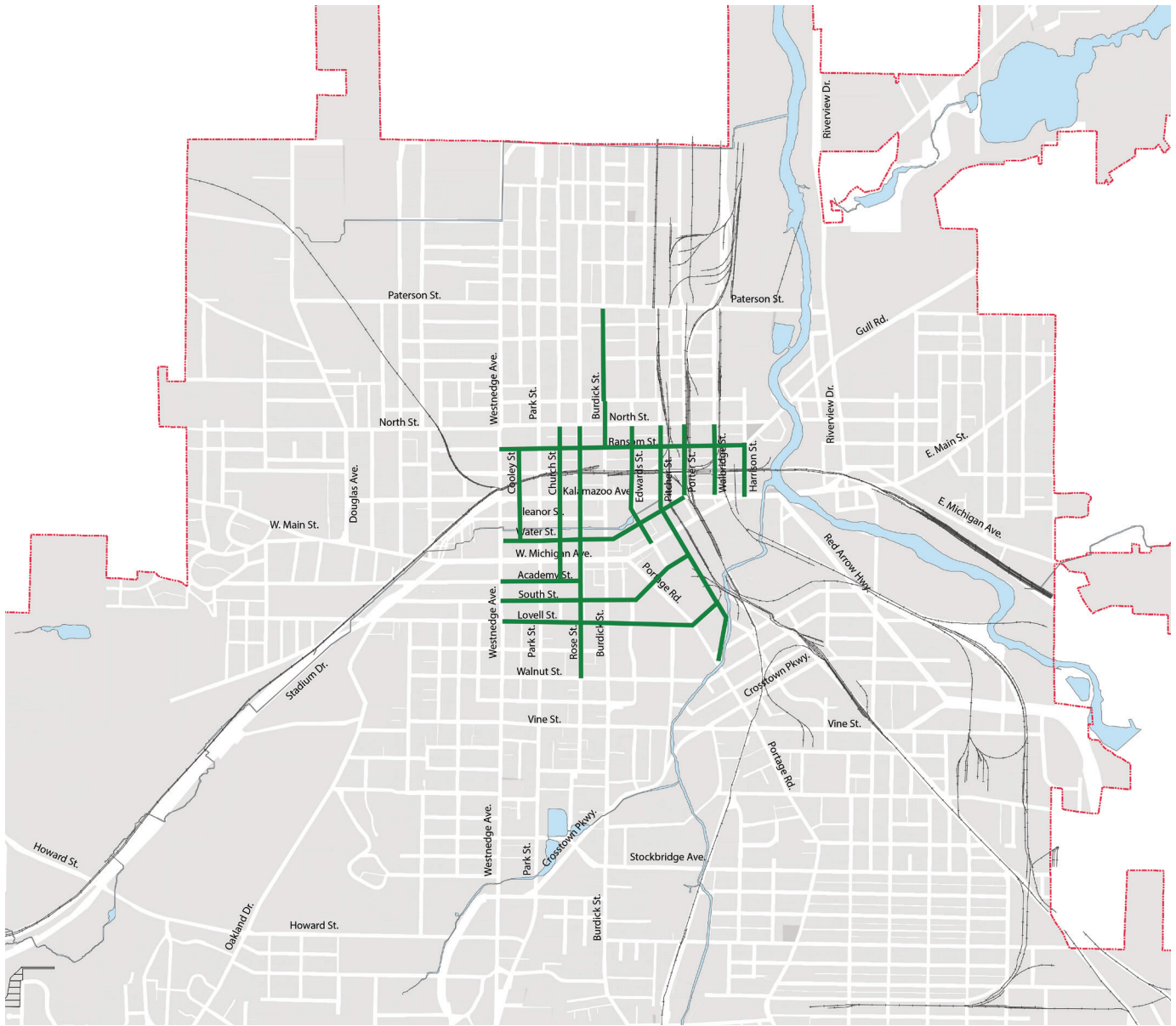


Kalamazoo Ave
Photo Credit: Rebekah Kik

Neighborhood Connectors provide critical links for within City movement by all modes of travel.



Framework of Streets: Main Street



Main Street. Main Streets balance all transportation users with the aim to support economic development and a lively public place. On-street parking, on-street bicycle lanes, and sidewalks with pedestrian amenities encourage travel by any mode. This balance of users helps to create a vibrant, active street.

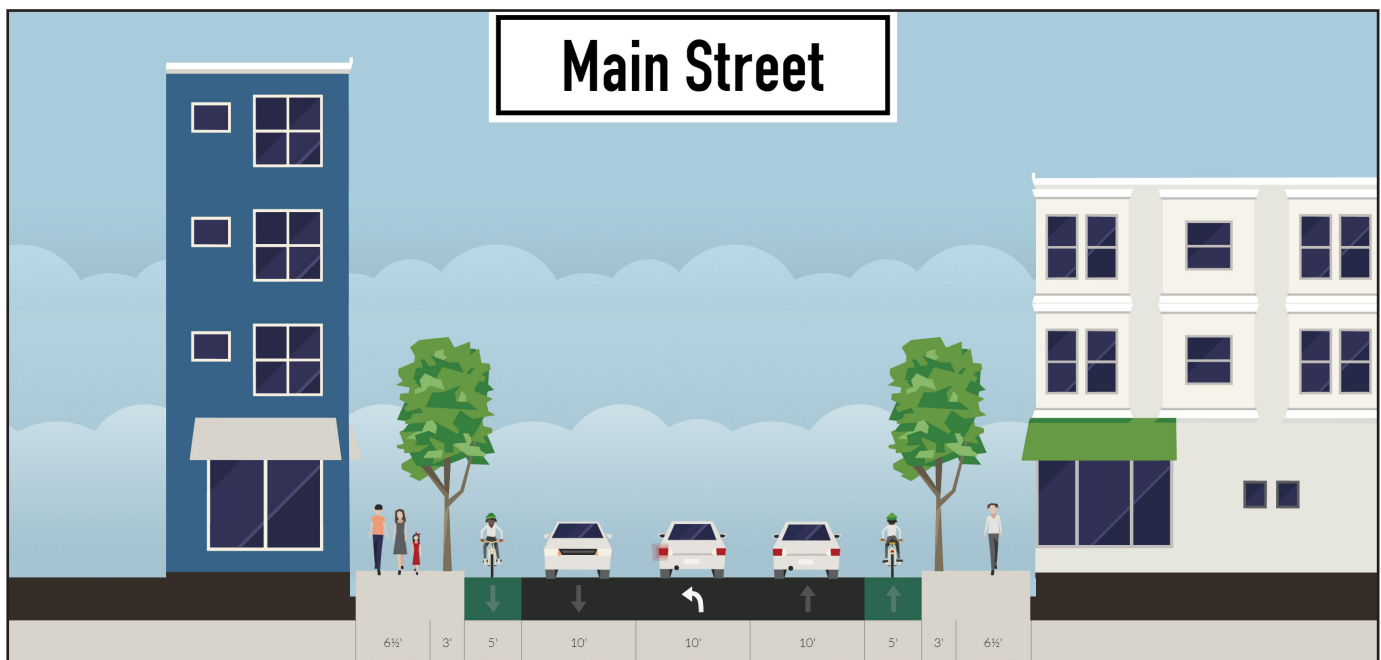
Adjacent Land Development. Main Streets are found in Downtown and neighborhoods. The slow moving traffic provides for many development types. The corners are particularly good for mixed use. The Main Street is where retail and restaurants meet other active uses and are encouraged on the ground floor of buildings. Buildings are located close to the sidewalk and parking is accessible to the side and rear of buildings.

Transit. Transit routes may occur on Main Streets. Especially the smaller circulator buses such as the Holly Jolly Trolley. A permanent circulator bus was suggested many times through participation in

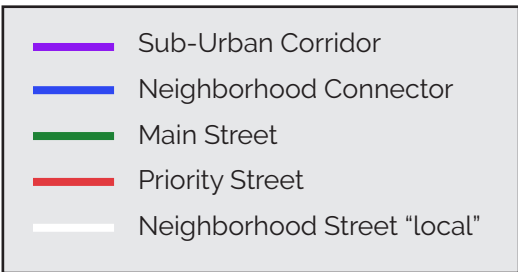
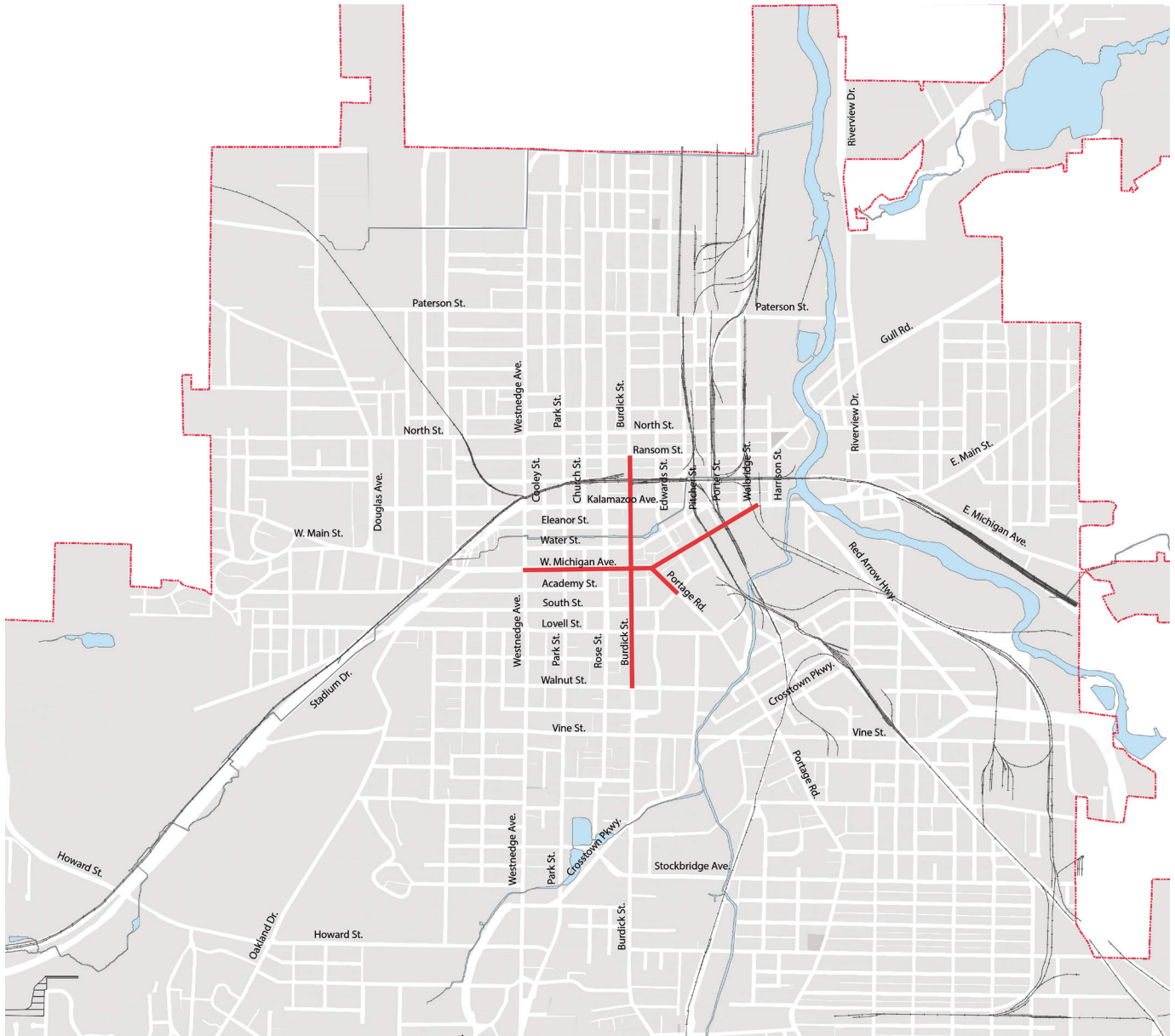
the Imagine Kalamazoo meetings. Connectivity to the edge neighborhoods, College/University, and throughout Downtown were mentioned.

Bicycle Infrastructure. Bicycle traffic is an important element to Main Streets. Because of the extremely calmed nature of the street design, on-street bicycle infrastructure may include striped bicycle lanes, sharrows that connect to main routes, and signed bike routes.

Pedestrian Infrastructure. Sidewalks should be located on both sides of a Main Street and be made as wide as possible to encourage outdoor activity (dining, events, or public art). Streetscape improvements should be installed to enhance the pedestrian's experience. Clearly marked crosswalks and the use of bulb outs or medians to reduce crossing length should be incorporated into designs, where crossing Neighborhood Connector, or Sub-Urban Corridor intersections.



Framework of Streets: Priority Street



Priority Streets. Priority Streets are high volume, very low speed streets that focus on pedestrian movements and the pedestrian experience. Located in Downtown Kalamazoo, they represent the core retail and entertainment blocks. Active uses combined with wide sidewalks, inviting streetscape, and public art together create a vibrant urban shopping area. On-street parking on both sides of the street.

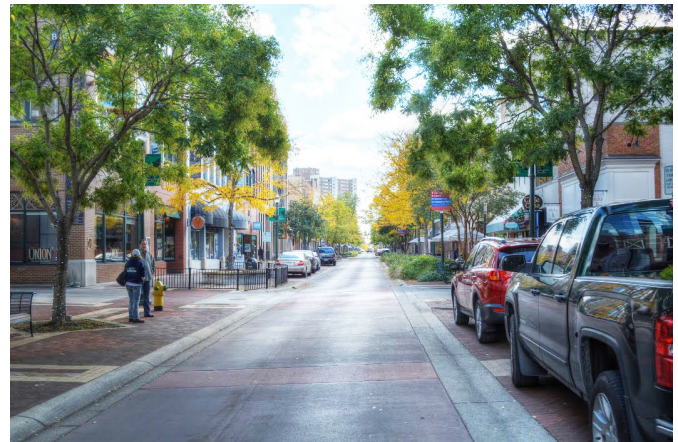
Adjacent Land Development. Active uses, such as retail and entertainment, should be located on the ground floor on Priority Streets. To support these uses, the ground floor should be designed with an obvious entrance, high levels of window transparency, and pedestrian-oriented signage. Residential and office uses are permitted, but should be located on upper stories. Buildings are located up to the sidewalk and parking is handled through side or rear entry. Curb cuts should not be allowed on these streets except for alleys.

Transit. Access to transit from Priority Streets is key to the Downtown. Clearly marked transit stops,

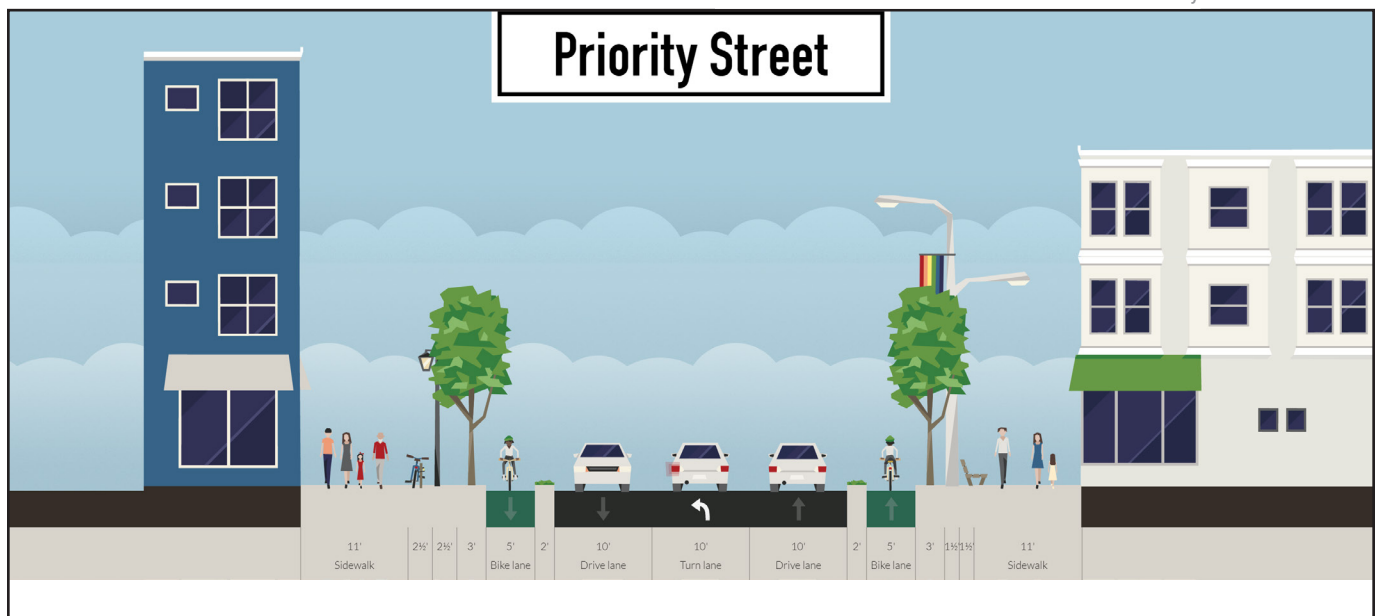
improved with such elements as signage, benches, or shelter will facilitate transit use.

Bicycle Infrastructure. Bicycle infrastructure, including signage and parking should be included into the design of Priority Streets. Bicycle lanes are located on the street and may include protected lanes, striped bicycle routes, and signed routes.

Pedestrian Infrastructure. Priority Streets have wide sidewalks improved with high quality streetscape and pedestrian amenities to create the greatest access to retail and entertainment. These streets should strive to create inviting outdoor spaces.



Kalamazoo Mall Photo credit: Neal Conway



Neighborhood Streets. The Neighborhood Streets sometimes called “locals” focus on the traditional grid of streets that are lined with many types of neighborhood residential. These are two lane streets designed for very slow speeds, have sidewalks one at least one side, and connect to the Neighborhood Connector or Main Street networks.

Adjacent Land Development. Every type of single family home, duplex, row house, and small apartment buildings exist on the Neighborhood Street. Some streets may have home occupation uses operating out of the residence such as: chiropractor, day care, salon, counseling or other small personal service.

Transit. Access in and out of neighborhoods are critical for those who do not have personal transportation. Providing transportation options to vulnerable populations close to where they live is especially important to those who do not drive such as seniors, students, and those who have disabilities. Shelters and bicycle racks should be located here.

Bicycle Infrastructure. Bicycle lanes are located on the street and may include striped bicycle routes, and signed routes. Neighborhood Street bike routes are used to connect to the larger non-motorized network.

Pedestrian Infrastructure. Sidewalks should be at least on one side of the street and a minimum of 5 feet wide. Pedestrian scaled lighting should be located on streets with transit infrastructure and intersections of Neighborhood Connectors, Main Streets, and Sub-Urban Corridors.

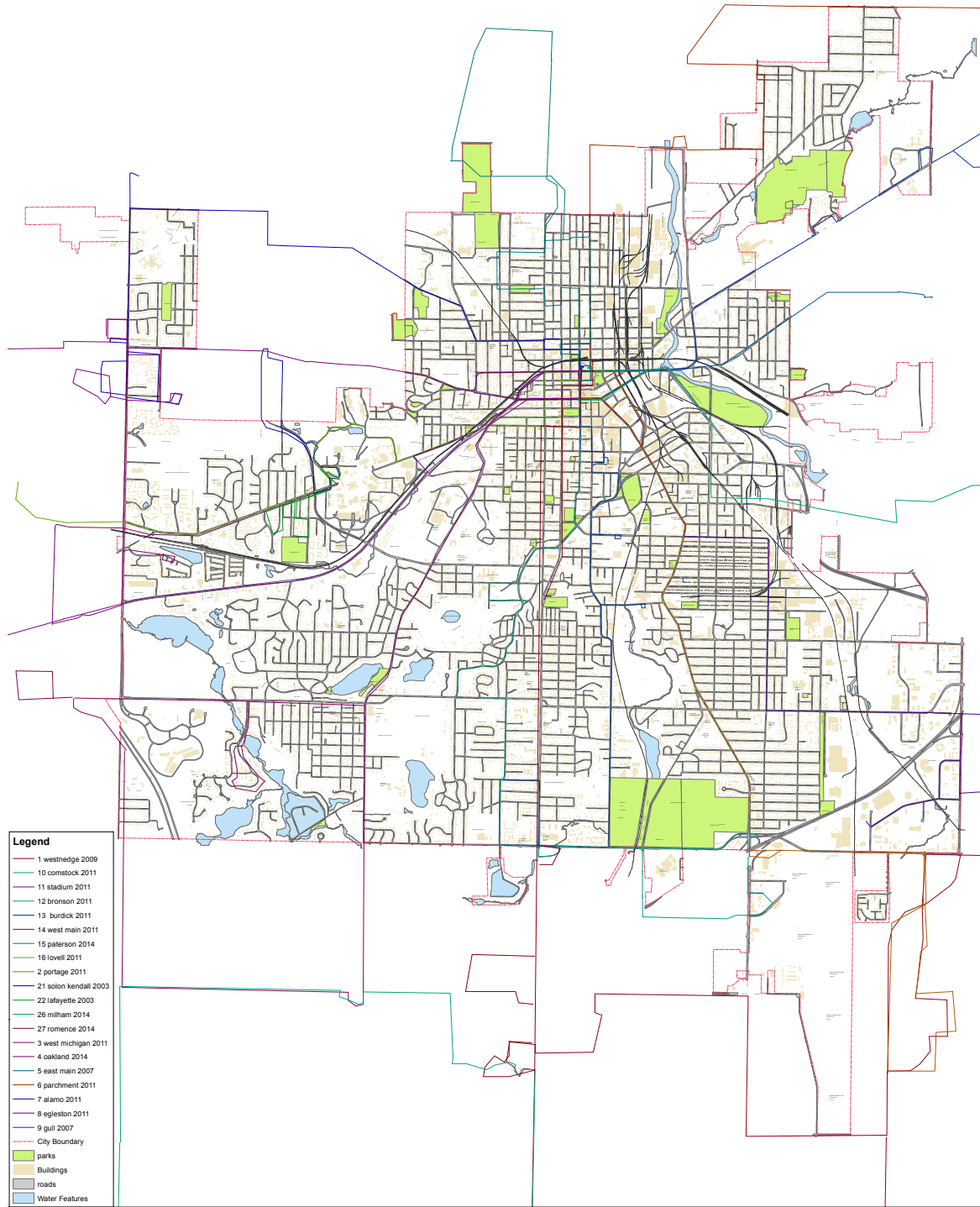


Elizabeth Street

Photo credit: Google Maps



2017 Existing Transit Circulation Map



3. Transit Planning

3.1 Transit Circulation

Through IK 2025, participants discussed the desire for an expanded transit system. Expansion of the current hub and spoke network could include additional transfer stations (hubs) and new routes and stops. In addition to network changes, transit discussion in IK 2025 also noted the need for changing perceptions of transit ridership and creating transit-supportive development.

System Expansion. IK 2025 results found that many would like to see additional transfer stations within the network. Additional hubs would provide flexibility within the system, allowing users to more easily reach their destinations without having to first travel to the Transportation Center in Downtown to change buses. New routes and stops should be explored to ensure all neighborhoods have transit access connecting to commercial areas, the university campuses, and Downtown. Bus Rapid Transit (BRT) is another option for expanding the system that should be explored - specifically, what routes would be most appropriate for this service.

Enhanced Transportation. To increase transit ridership, the perception of transit in Kalamazoo needs to change. Increased education on routes, destinations, and service record can impact potential riders perception. Last year, funding from Metro Transit, the City, and grants began to update transit stops to meet ADA requirements throughout their service area. In the next 5 years, new signage, benches, and shelters will be located in high ridership areas. Partnerships between Kalamazoo businesses and Metro Transit can assist in reaching more potential riders.

Transit Supportive Development. The City of Kalamazoo recognizes that finite land area exists for development and compact building types that encourage walkability also support retail vitality and transit ridership. The Future Land Development Plan took the location of transit routes into consideration by locating walkable urban mixed use development along transit corridors.

Transit also relies on maintaining a network of publicly accessible streets and pathways that are safe and convenient for walking and bicycling. Additional bicycle facilities, such as safe, covenant parking and repair stations should be considered near transit stops. Sidewalks at transit stops, particularly in Nodes and Downtown should be sufficiently wide to accommodate waiting passengers. Developing a network of inviting public spaces within our streets encourages transit, in addition to fostering social interaction, pedestrian activity, environmental sustainability, economic growth, and public health.

Best Practice: Bus Rapid Transit

Bus Rapid Transit (BRT) is a transit system that utilizes bus-only lanes, traffic signal priority, limited stops, and off-board fare payment to increase speed and reliability as compared to a local bus service. BRT systems have many of the same benefits of a light rail system - at a fraction of the cost. The City of Grand Rapids was the first in Michigan to institute a BRT system in 2014. Within one year, ridership increased by 35%.

Source: www.rtamichigan.org/what-is-bus-rapid-transit

4. Non-Motorized Plan

In 1998, the City adopted the first Non-Motorized Plan. This update builds off of the original plan recognizing that it was not substantially completed, and that it encompasses the framework for improving the right-of-way. This is not a special interest plan for recreational needs, while that group will stand to benefit, the focus is rather to become a City where the needs of all people and their transportation choices are planned for. The term "pedestrian" will be used broadly to cover walking, bicycling, and individuals who utilize personal mobility devices such as scooters and wheelchairs.

4.1 Pedestrian Environment

It is important that the design of the Non-Motorized Plan network understand who will be walking and cycling in Kalamazoo; and what deters others from choosing to walk or bicycle. An assessment of the current status of walkability in Kalamazoo was made with the assistance of many residents, the Kalamazoo Area Transportation Study (KATS), and City's Public Services Department. During Imagine Kalamazoo input sessions, walking audits, and evaluations were conducted throughout the city. Participants used maps to record observations about pedestrian and bicycling conditions.

The general pedestrian issues identified through Imagine Kalamazoo are:

- The need to improve crossing conditions at many busy intersections.
- Sidewalks missing or in poor condition.
- Access management is needed; curb cuts

are in poor condition; locations are dangerous for crossing.

- Speeding on the part of drivers.
- Transit stops need ADA improvements, shelters, bike racks, and route information.

Complete Network. Gaps and conditions in the sidewalk system were common topics discussed

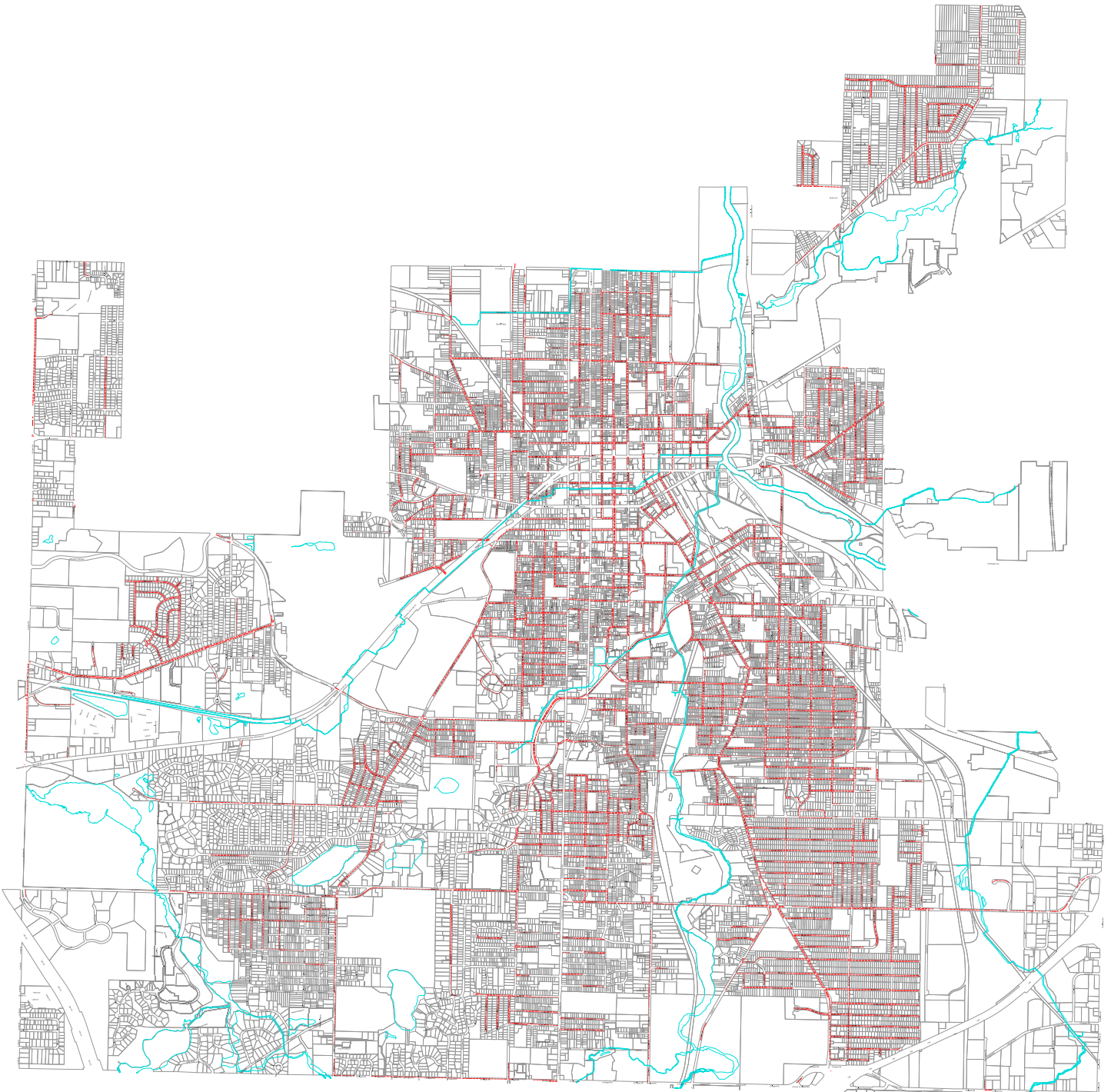
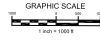
Best Practice: Walkability

Walkable City - 10 Actions Cities can Take to Improve Quality of Life:

- 1) *Put cars in their place* - cities should put aside the "car-first" mentality.
- 2) *Mix the uses* - a diversity of uses and supportive zoning encourages walking.
- 3) *Get the parking right* - under priced parking discourages adaptive reuse.
- 4) *Let transit work* - transit must be intentionally designed and enjoyable.
- 5) *Protect the pedestrian* - road improvements should focus on safety.
- 6) *Welcome bikes* - cities must encourage cycling.
- 7) *Shape the spaces* - good design increases the number of pedestrians.
- 8) *Plant trees* - street trees increase auto safety and the pedestrian environment.
- 9) *Make friendly building faces* - entertain pedestrians with good design.
- 10) *Pick your winners* - focus on priority areas.

Source: "Walkable City" by Jeff Speck. "10 Techniques for Making Cities More Walkable." City Lab; December 2012.

2017 Existing Sidewalk Map



during IK 2025. Meeting participants drew directly on maps to illustrate areas of missing sidewalks and locations of those in poor condition. To prioritize closing the gaps, participants noted their most frequent destinations: schools, parks, and Neighborhood or Commercial Nodes topped the list. As a goal for future sidewalk projects, residents noted that the City should focus first around these areas, using 1/4 mile or about a 5-minute walk.

Sidewalks as well as bicycle networks need to focus on the City's foundational block system to repair and complete the non-motorized connectivity. Existing sidewalks are shown on subsequent pages and should meet all American Disabilities Association (ADA) requirements. Crosswalks should be used to keep pedestrians together where they can be seen by motorists. Crosswalks with pedestrian timed signals are critical in commercial areas, especially in Nodes and in Downtown. All sidewalks should be designed to be wide enough for two people to pass comfortably at a minimum and clear of obstacles. Streetscape improvements can add to the enjoyment of walking when shaded by trees, benches are

available for rest, and these amenities can create an additional buffer along traffic lanes.

4.2 Bicycle Network

The City is committed to continuously improving the bicycling environment in Kalamazoo. In 2017, the City was awarded a bronze Bicycle Friendly Award from The League of American Bicyclists. Community Planning & Development, Parks and Recreation, and Public Services are working together, along with Kalamazoo County Parks, local bicycle advocacy groups, and local anchor institutions, to provide a comprehensive bicycle network. With City partners and local businesses, the goal is to achieve a gold certificate by 2020.

Primary Network Routes. The primary bicycle network is composed of both on street and off street facilities that connect throughout the City. The updated 2025 Non-Motorized Map shown is built upon the 1998 map and includes additional routes identified with IK2025 participants to connect neighborhoods with destinations. Using the combined Land Use and Transportation Framework, each street



Kalamazoo Mall Photo credit: Neal Conway

Streetscape improvements make sidewalks safe, accessible, and appealing for everyone. Photo credit: Neal Conway



KRV Upjohn Park Photo credit: Rebekah Kik

Development near rivers or creeks should make these natural elements as accessible as possible while protecting the environment. Photo credit: Neal Conway

will be evaluated for the type of bicycle facility that is appropriate to safely operate within the right-of-way, or to plan for off-street paths. Coordination with transit is also important in creating a comprehensive transportation network. Bicycle parking is needed at hubs and key stops where transit routes and bicycle routes intersect.

Infrastructure. Effective bicycle infrastructure requires the right facilities in the right locations. The context of city streets should first be evaluated with the Complete Streets policy. Bicycle facility options should be vetted with extensive public engagement to determine whether bicycle routes should be signed, striped, protected, or off-street and which options are available due to right-of-way constraints. To pilot and test bicycle routes and configurations pop-up bike lanes can be used to gain insight and public input. Amenities like placing bicycle racks should be planned along surrounding streetscape and land development, with concentrated groups of bike parking within Nodes and in Downtown. The distribution of maps and other information about bicycling in Kalamazoo needs to be updated and

published regularly to help cyclists who are starting to ride and for visitors to understand the network. Other promotions can be published to inform users of special events, bicycle amenity locations, and make use of Kalamazoo's natural resources. Partnering with existing events such as Bike Week, the Tweed Ride, and the Slow Roll are excellent opportunities to introduce a friend to the network.

Shared Use Paths. Plans for a regional green way began in the early 1990's. Since then over 130 miles of trailway have been built throughout the County. Since 1998, the City of Kalamazoo has been a major missing link to the system. In 2016, plans began to solidify around the "Downtown Connector" that would connect the Jack Coombs trail at Harrison Street with the Kal-Haven Trail at Westnedge Avenue. A pop up bike lane was tested in early 2015 which led to several routes being considered. In 2017, the trail was complete from east to west. Designs for the north to south connection from the Jack Coombs, that connects into the Portage Creek Bicentennial Park trail at Kilgore Road are being finalized. A portion from Walnut Street to Lake Street that runs through Upjohn Park was finished in 2017.

The total economic impact of organized bicycling events in 2014 was

\$21.9 million

GENERAL FINDINGS

The average economic impact of self-supported touring bicyclists per trip:

\$760



69%

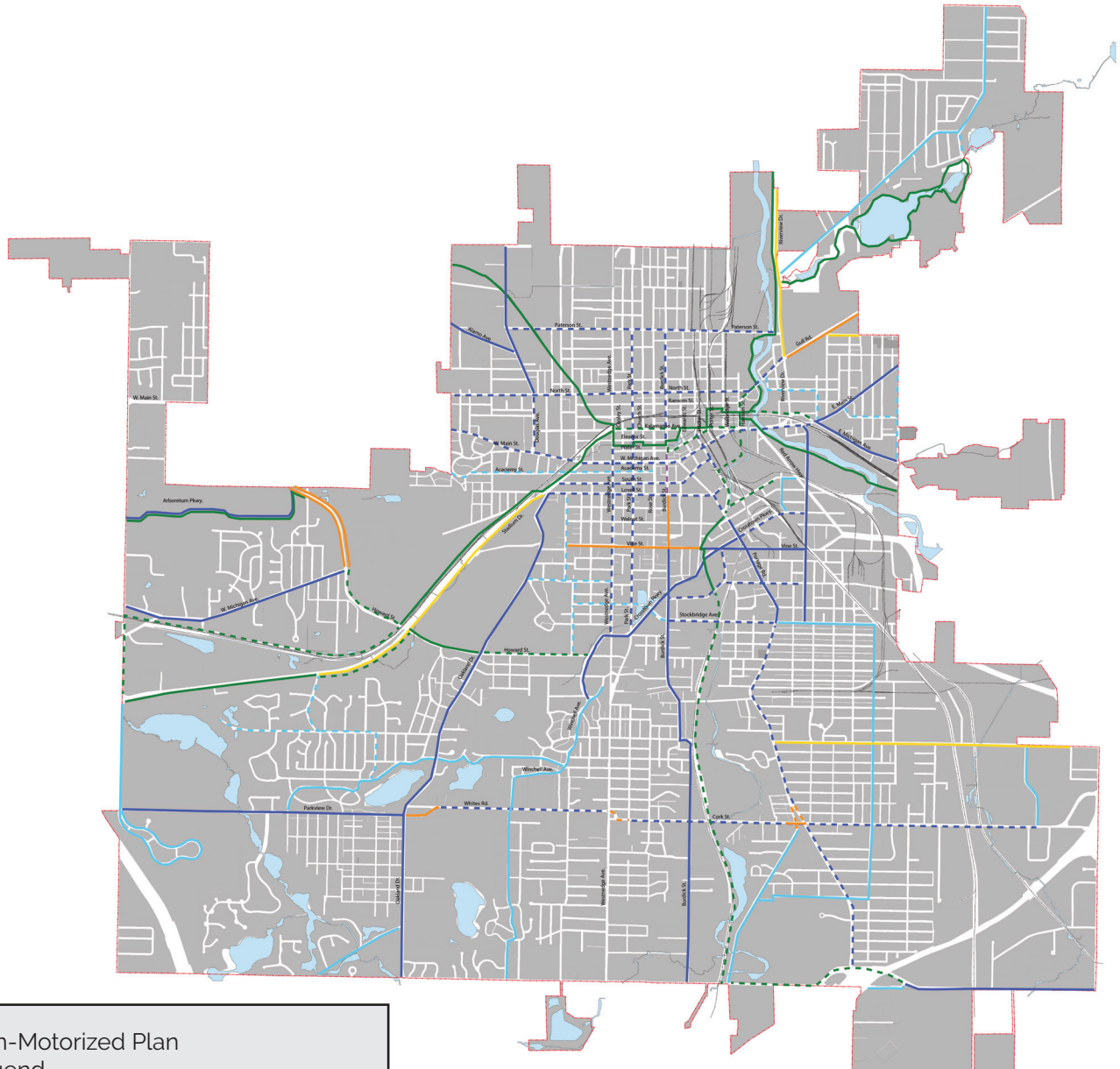


of out-of-state self-supported touring bicyclists reported using US Bicycle Routes 20 or 35






Organized bicycling events positively impact the economy of Michigan. Participants in these events support local businesses and bring tourism to cities.

Source: Michigan Department of Transportation. "The Economic Benefits of Bicycling in Michigan."

Bicycle Network: Existing & Planned



Non-Motorized Plan
Legend

-  Bike Lane
-  Sharrow - Shared Marking
-  Wide Shoulder
-  Signed Route
-  Shared Use Path/Trail

Planned Non-Motorized Infrastructure
is represented with a dashed line

The City of Kalamazoo intends to continue to link trailways through the City to link with the KRVT offering the community an excellent commuting and recreational asset. These facilities, due to their access within residential areas provide a travel option to many business and cultural destinations.

4.3 Designing and Maintaining Pedestrian Facilities

To create a pedestrian friendly community, Kalamazoo has a solid infrastructure to build from. Downtown and neighborhoods both have an extensive network of sidewalks to build upon.



Bell's Bicycle Parking Photo credit: Rebekah Kik

Bike racks at local businesses near the trail and bike lanes give residents and visitors the option not to drive and free parking.



Kalamazoo Ave. KRVT Connector Photo credit: Rebekah Kik

"Downtown Connector" of the Kalamazoo River Valley Trail connects east and west ends of the regional trail to businesses.

Best Practice: Urban Trails

Indianapolis Cultural Trail
 Indianapolis, Indiana, is taking what may be the boldest step of any American city towards supporting bicyclists and pedestrians. The Indianapolis Cultural Trail, 8 miles of separated greenway, more than just a separated bike path, the Cultural Trail is an economic development tool that will help support and connect the city's many cultural and civic destinations. It will help revitalize the inner city by bringing more people downtown and increasing the length of time that people spend in the central city. It will also enhance street life at existing destinations and help foster new public spaces throughout the downtown. A combination of private and federal funds is being used to pay for the project. Public spaces have generally not attracted this kind of private investment, particularly in car-dominated heartland cities, but a bold vision and strong leadership at a community foundation has now raised the bar for other cities.

Source: Project for Public Spaces: "Bold Moves and Brave Actions. Article. www.pps.org

To develop specific pedestrian plans that address design options and policies that can impact walking is now a recognized best practice among cities.

There are many examples that Kalamazoo can look to for ideas. One of the most notable changes is the National Association for City Transportation (NACTO) Urban Street Design Guide that is a resource of non-motorized facilities throughout the world. Adopting standards from NACTO is incorporated into the City's Complete Street Policy.

The Sidewalk. Sidewalks in their simplest form, join intersections together and are the 'pedestrian travel lane'. This closer examination reveals a stage of activity determined by design considerations like sidewalk width, pavement type and texture, building placement, awnings and street furniture giving the City its walkable life.

Good pedestrian access and routing is defined by the sidewalk network and its quality throughout the City. The role of the urban sidewalk extends beyond that of a mere pathway for pedestrians. The urban sidewalk is the connective tissue that unifies the pedestrian experience within the fabric of the downtown public realm. It is a place for social exchange, dining, entertainment, shopping and people watching. Such great streetscapes engage us and enlivens physical activity. People are willing to walk longer distances when they are in an environment that stimulates and offers an experience to our destination.

The Sidewalk Zones. The sidewalk is made up of four zones: curb, furnishing/ curb lawn, walkway, and

building frontage. Not all streets can accommodate every zone as much of Kalamazoo is built and sidewalk width is constrained. Each sidewalk can be considered by Street Type to evaluate which zones are necessary for each zone. Recommendations for each zone width cannot always be met, competition for space can be designed through reducing the width of some or all of the zones or increasing the dimension of the entire sidewalk.

Neighborhood Sidewalk. In residential and neighborhood commercial areas the furnishing/curb lawn zone is usually planted with grass and trees. Space for signage, utilities, transit stops, and other amenities depending on the surrounding environment. The walkway area should be no less than 5 feet in residential areas and no less than 6 feet in neighborhood commercial areas.

Transit stops, shelters, loading pads, and signs are located in the furnishing zone. Care should be taken to consider the transit user's comfort and safety. All ADA requirements must be met.

Connector Street. Along Connector streets the sidewalk is sometimes only available on one side of the street. If possible, on-street parking, an extended furniture zone, trees, and other amenities should be included when the street intersects with neighborhood commercial Nodes. The frontage zone is the space from the building face to the walkway that can be anything from a few inches to a several feet. Some street furniture such as benches, awnings, and planter boxes can be located in this zone.

Priority and Main Streets. In commercial areas the furnishing zone can be paved or planted. Landscaping elements should always be included, even where it is

Green Infrastructure: Residential



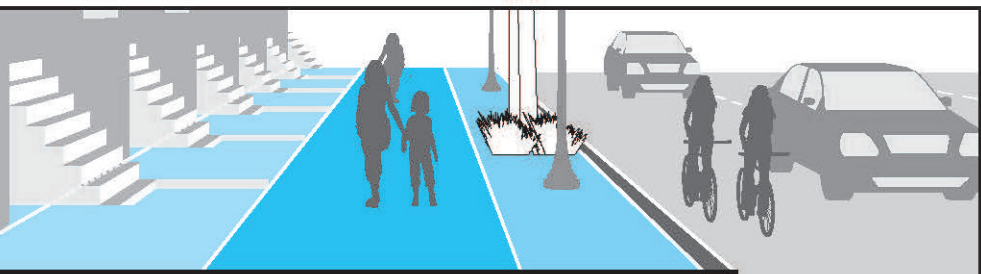
Before - Typical residential street. www.nacto.org



After - Residential street with stormwater plantings. 1. planting strip. 2. bike boulevard; curb extensions. 3. Mid-block extension. 4. Permeable pavement blocks. www.nacto.org

Best Practice: Sidewalk Zones - Boston, MA

The width and design of sidewalks will vary depending on street typology, functional classification, and demand. Below are the City of Boston's preferred and minimum widths for each Sidewalk Zone by Street Type.



| Street Type | Frontage Zone | | Pedestrian Zone* | | Greenscape/ Furnishing Zone | | Curb Zone | Total Width | |
|--------------------------|---------------|---------|------------------|---------|--------------------------------|---------|-----------|-------------|---------|
| | Preferred | Minimum | Preferred | Minimum | Preferred | Minimum | | Preferred | Minimum |
| Downtown Commercial | 2' | 0' | 12' | 8' | 6' | 1'-6" | 6" | 20'-6" | 10' |
| Downtown Mixed-Use | 2' | 0' | 10' | 8' | 6' | 1'-6" | 6" | 18'-6" | 10' |
| Neighborhood Main | 2' | 0' | 8' | 5' | 6' | 1'-6" | 6" | 16'-6" | 7' |
| Neighborhood Connector | 2' | 0' | 8' | 5' (4)* | 5' | 1'-6" | 6" | 15'-6" | 7' |
| Neighborhood Residential | 2' | 0' | 5' | 5' (4)* | 4' | 1'-6" | 6" | 11'-6" | 7' |

Vibrant sidewalks bustling with pedestrian activity are not only used for transportation, but for social walking, lingering, and people watching. Sidewalks, especially along Downtown Commercial, Downtown Mixed-Use, and Neighborhood Main Streets, should encourage social uses of the sidewalk realm by providing adequate widths. www.nacto.org

paved. Trees, potted plants, green infrastructure like rain garden planters all improve the walking environment and the adjacent development.

In the furnishing zone, tree wells should always be flush with the surrounding pavement. Commercial areas will include sidewalk cafes, bike racks, signs, mailboxes, transit stops, traffic control hardware, and lighting; all other utilities should be buried. It is essential that the furnishing area is adequate so that clear space is retained for the walkway.

Driveways. Driveways intersecting with the sidewalk are conflict points with drivers and pedestrians. Sidewalks should always cross the driveways instead of having driveways sloping through walkways. The sloped portion of the driveway apron should be kept entirely within the furnishing zone and kept as narrow as possible.

Adjacent Parking Lots. Parking lots should provide landscaping, wheel stops, walls or fences to prevent encroachment of vehicles onto sidewalks. Gravel from unpaved parking lots should not be allowed to accumulate on sidewalks and snow cleared from lots should not accumulate onto the sidewalk.

Intersections. Intersections represent the critical junction of all modes of travel. The safety and efficiency for transportation modes are defined the by the design and operation of intersections, most importantly pedestrian crossing treatment at the intersections.

Identifying the Street Types Framework begins to establish design expectations for intersections or corner queuing zones as a basic pedestrian design measure. To create a walkable city, great care must be given to intersection design as they connect types of streets and Nodes. Creating street and intersection design guidelines are essential to minimizing conflicts between different modes of travel.

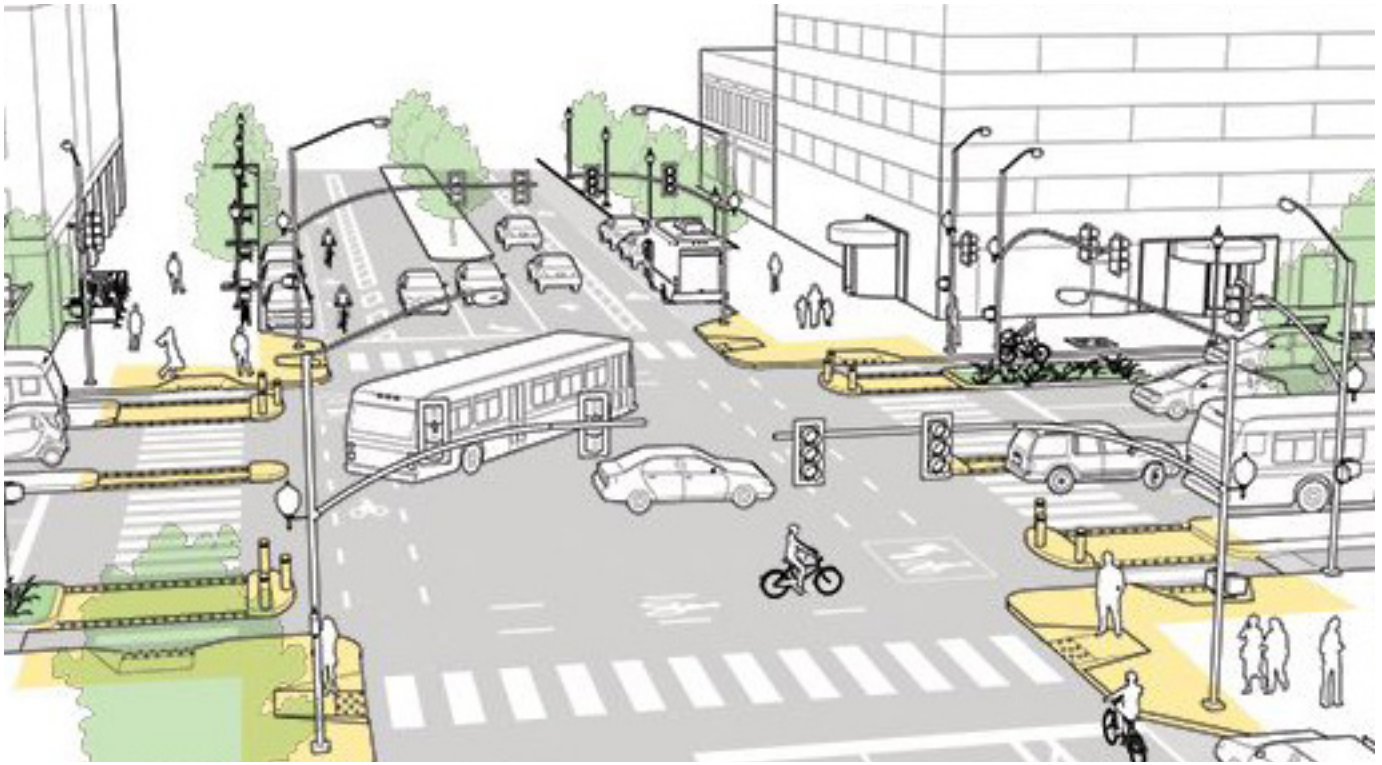
The intersections within the Street Types Framework are defined along major pedestrian routes. At the intersection of Priority and/or Main Street types these are identified as Priority intersections. They should be studied as valuable trade offs in traffic operations, to decrease walking distances and improve pedestrian visibility where street geometries allow. Intersections of Main Streets with any other street type shall also be considered a Priority Intersection. (Figure 4)

The intersections of Connectors and Sub-Urban Streets shall be considered for Connector and Sub-Urban Intersection design as a minimum. (Figure 5)

Crosswalks. Most crosswalks at minor street intersections are unmarked and the crossing distance is typically short. Crosswalks that are marked at mid-block crossings should be signed for pedestrians and all applicable laws. Pedestrians have the right of way at crosswalks but are required by law to obey traffic control devices and laws. Crosswalks throughout the City are important connective infrastructure that can also be used to denote urban trail connectivity, celebrate gateways of neighborhoods, cultural amenities, and festivals. Attributes of good crosswalks:

Priority and Main Street Intersection Design

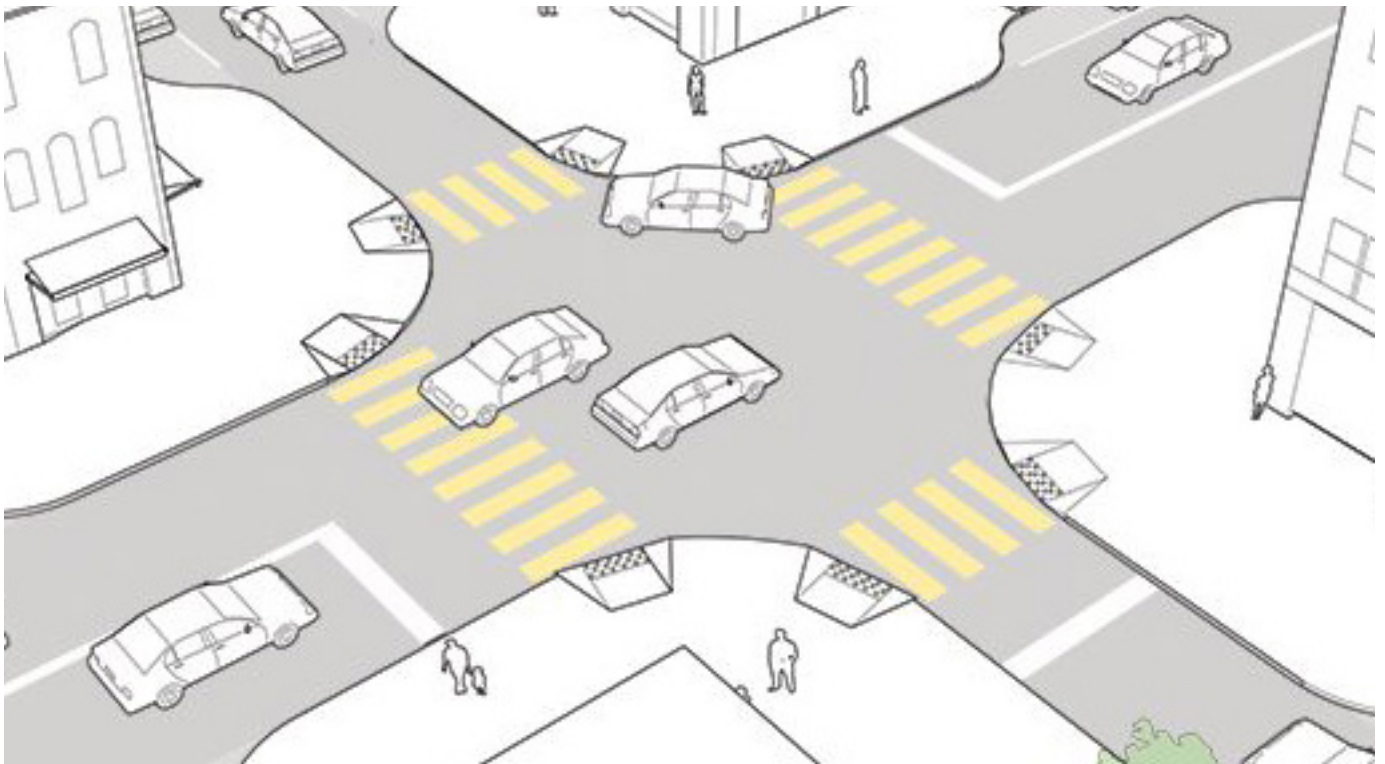
Figure 4



All modes should be considered, green infrastructure, visibility, and high pedestrian movements. www.nacto.org

Connector and Sub-Urban Intersection Design

Figure 5



All modes should be considered, green infrastructure, visibility, and high automobile movements. www.nacto.org

Clarity. It is clear where to cross and easy to understand possible conflict points with traffic.

Visibility. Pedestrians can see and be seen by approaching traffic; lighting is adequate and obstacles do not obscure the view.

Appropriate Intervals. The potential demand for crossing is reasonably well served by available crossing opportunities.

Adequate Crossing Time. The pedestrian is allotted or can take an adequate amount of time to cross and does not need to wait an unreasonably long time to begin crossing. Timing at lights on Priority and Main Streets should not employ push button activated pedestrian walk signals, but be timed for optimal crossing at each light cycle. Audible signals with visual queues and countdowns should be used at all Downtown intersections and Nodes

Limited Exposure. The distance required to cross is short or is divided into shorter segments with median refuges.

Continuous Path. The cross walk is a direct extension of the pedestrian travel path and is free of obstacles and hazards.



Gilmore Keyboard Festival "keyboard" crosswalks installed at concert venue locations. Photo credit: MLive

All other intersections at a minimum shall be Americans with Disabilities Act compliant. When a school, park, multi-family residential, neighborhood church, or other neighborhood amenity is within 1/4 mile of the intersection; crosswalks shall be painted to connect sidewalks through the intersection.

Bicycle Infrastructure Types. Since the Non-Motorized Plan was written in 1998, many new types of bicycle facilities have been built throughout the country. The rise of gasoline prices, congestion, and the desire for physical exercise has invigorated a new generation of bicyclists. These cyclists typically ride an average of 3 miles or less for commuting to work, getting to appointments, and running errands. The comfort and safety of commuters has evolved the striped bike lanes and connectivity of the bike network.

The following definitions are summarized and images credited are taken directly from the NACTO Urban Bikeway Design Guide. All credit is through NACTO's mission to be a non-profit peer to peer resource. More information can be found at their website: www.nacto.org.

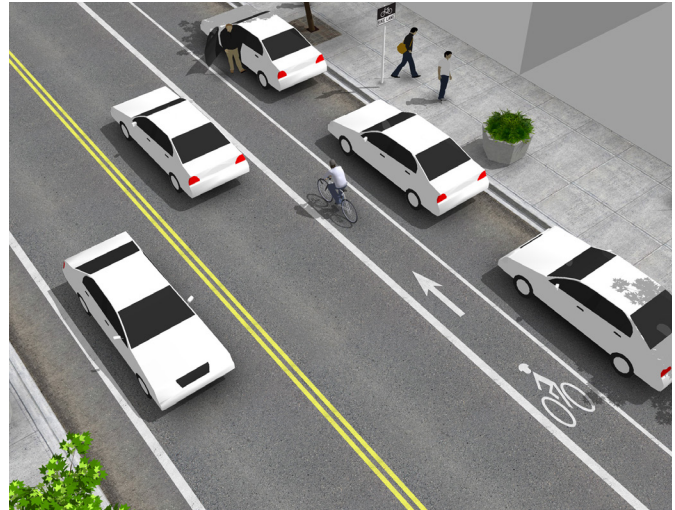


Downtown Intersection. Photo credit: MLive

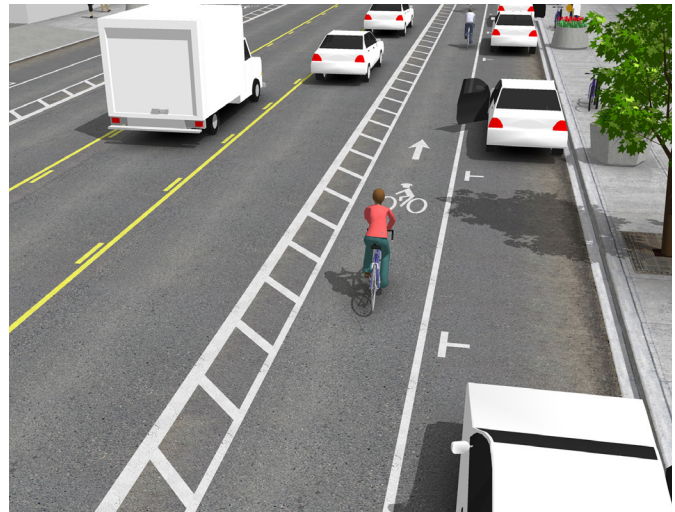
The configuration of a bike lane requires a thorough consideration of existing traffic levels and behaviors, adequate safety buffers to protect bicyclists from parked and moving vehicles, and enforcement to prohibit motorized vehicle encroachment and double-parking. Bike Lanes may be distinguished using color, lane markings, signage, and intersection treatments.

Bike Lane. A Bike Lane is defined as a portion of the roadway that has been designated by striping, signage, and pavement markings for the preferential or exclusive use of bicyclists. Bike lanes enable bicyclists to ride at their preferred speed without interference from prevailing traffic conditions and facilitate predictable behavior and movements between bicyclists and motorists. Conventional bike lanes run curbside when no parking is present, adjacent to parked cars on the right-hand side of the street or on the left-hand side of the street in specific situations. Bike lanes typically run in the same direction of traffic, though they may be configured in the contra-flow direction on low-traffic corridors necessary for the connectivity of a particular bicycle route.

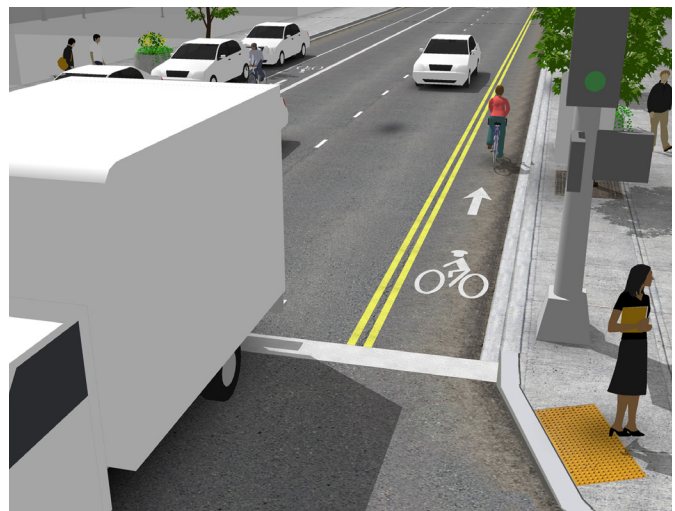
Buffered Bike Lanes. Buffered bike lanes are conventional bicycle lanes paired with a designated buffer space separating the bicycle lane from the adjacent motor vehicle travel lane and/or parking lane. A buffered bike lane is allowed as per MUTCD guidelines for buffered preferential lanes.



Bike Lane - design credit: NACTO



Buffered Bike Lane - design credit: NACTO



Contra Flow Bike Lane - design credit: NACTO

Contra Flow Bike Lanes. Contra-flow bicycle lanes are bicycle lanes designed to allow bicyclists to ride in the opposite direction of motor vehicle traffic. They convert a one-way traffic street into a two-way street: one direction for motor vehicles and bikes, and the other for bikes only. Contra-flow lanes are separated with yellow center lane striping. Combining both direction bicycle travel on one side of the street to accommodate contra-flow movement results in a two-way cycle track.

Left Side Bike Lanes. Left-side bike lanes are conventional bike lanes placed on the left side of one-way streets or two-way median divided streets. They offer advantages along streets with heavy delivery or transit use, frequent parking turnover on the right side, or other potential conflicts that could be associated with right-side bicycle lanes. The reduced frequency of right-side door openings lowers dooring risk.

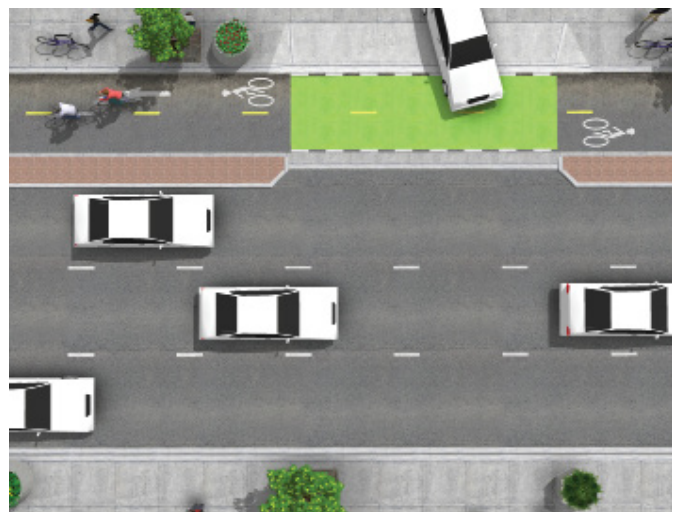
Cycle Tracks. A cycle track is an exclusive bike facility that combines the user experience of a separated path with the on-street infrastructure of a conventional bike lane. A cycle track is physically separated from motor traffic and distinct from the sidewalk. Cycle tracks have different forms but all share common elements—they provide space that is intended to be exclusively or primarily used for bicycles, and are separated from motor vehicle travel lanes, parking lanes, and sidewalks. In situations where on-street parking is allowed cycle tracks are located to the curb-side of the parking (in contrast to bike lanes).



Left Side Bike Lane - design credit: NACTO



One Way Cycle Track - design credit: NACTO



Raised Cycle Track - design credit: NACTO

Cycle tracks may be one-way or two-way, and may be at street level, at sidewalk level, or at an intermediate level. If at sidewalk level, a curb or median separates them from motor traffic, while different pavement color/texture separates the cycle track from the sidewalk. If at street level, they can be separated from motor traffic by raised medians, on-street parking, or bollards. By separating cyclists from motor traffic, cycle tracks can offer a higher level of security than bike lanes and are attractive to a wider spectrum of the public.



Two Way Cycle Track (Protected bike lane) - design credit: NACTO

One Way Cycle Track. One-way protected cycle tracks are bikeways that are at street level and use a variety of methods for physical protection from passing traffic. A one-way protected cycle track may be combined with a parking lane or other barrier between the cycle track and the motor vehicle travel lane. When a cycle track is elevated above street level it is called a raised cycle track and different design considerations may apply.



Two Way Cycle Track - Bike lanes are separated from sidewalks.
Photo Credit: People for Bikes

Raised Cycle Track. Raised cycle tracks are bicycle facilities that are vertically separated from motor vehicle traffic. Many are paired with a furnishing zone between the cycle track and motor vehicle travel lane and/or pedestrian area. A raised cycle track may allow for one-way or two-way travel by bicyclists. Two-way cycle tracks have some different operational characteristics that merit additional consideration.



Two Way Cycle Track - Bike lanes protected by planters. Photo credit: Bike Portland

Raised cycle tracks may be at the level of the adjacent sidewalk, or set at an intermediate level between the roadway and sidewalk to segregate

the cycle track from the pedestrian area. A raised cycle track may be combined with a parking lane or other barrier between the cycle track and the motor vehicle travel lane (refer to protected cycle tracks for additional guidance). At intersections, the raised cycle track can be dropped and merged onto the street (see cycle track intersection approach), or it can be maintained at sidewalk level, where bicyclists cross with pedestrians, possibly with a dedicated bicycle signal.

Two-Way Cycle Tracks. Two-way cycle tracks (also known as protected bike lanes, separated bikeways, and on-street bike paths) are physically separated cycle tracks that allow bicycle movement in both directions on one side of the road. Two-way cycle tracks share some of the same design characteristics as one-way tracks, but may require additional considerations at driveway and side-street crossings. A two-way cycle track may be configured as a protected cycle track—at street level with a parking lane or other barrier between the cycle track and the motor vehicle travel lane—and/or as a raised cycle track to provide vertical separation from the adjacent motor vehicle lane.

Intersection Treatments. Designs for intersections with bicycle facilities should reduce conflict between bicyclists (and other vulnerable road users) and vehicles by heightening the level of visibility, denoting a clear right-of-way, and facilitating eye contact and awareness with competing modes. Intersection treatments can resolve both queuing and merging maneuvers for bicyclists, and are often coordinated with timed or specialized signals.

The configuration of a safe intersection for bicyclists may include elements such as color, signage, medians, signal detection, and pavement markings. Intersection design should take into consideration existing and anticipated bicyclist, pedestrian and motorist movements. In all cases, the degree of mixing or separation between bicyclists and other modes is intended to reduce the risk of crashes and increase bicyclist comfort. The level of treatment required for bicyclists at an intersection will depend on the bicycle facility type used, whether bicycle facilities are intersecting, the adjacent street function and land use.

Bike Box. A bike box is a designated area at the head of a traffic lane at a signalized intersection that provides bicyclists with a safe and visible way to get ahead of queuing traffic during the red signal phase. **Markings.** Intersection crossing markings indicate the intended path of bicyclists. They guide bicyclists on a safe and direct path through intersections, including driveways and ramps. They provide a clear boundary between the paths of through bicyclists and either through or crossing motor vehicles in the adjacent lane.

Two Stage Turning Movements. Two-stage turn queue boxes offer bicyclists a safe way make left turns at multi-lane signalized intersections from a right side cycle track or bike lane, or right turns from a left side cycle track or bike lane. Two-stage turn queue boxes may also be used at unsignalized intersections to simplify turns from a bicycle lane or cycle track, as for example, onto a bicycle boulevard. At midblock

crossing locations, a two-stage turn queue box may be used to orient bicyclists properly for safe crossings. Multiple positions are available for queuing boxes, depending on intersection configuration.

Median Refuge Islands. Median refuge islands are protected spaces placed in the center of the street to facilitate bicycle and pedestrian crossings. Crossings of two-way streets are facilitated by allowing bicyclists and pedestrians to navigate only one direction of traffic at a time. Medians configured to protect cycle tracks can both facilitate crossings and also function as two-stage turn queue boxes. Refer to the Two-Stage Turning Movement illustrations.

Through Bike Lanes. For bicyclists traveling in a conventional bike lane or from a truncated cycle track, the approach to an intersection with vehicular turn lanes can present a significant challenge. For this reason it is vital that bicyclists are provided with an opportunity to correctly position themselves to avoid conflicts with turning vehicles. This treatment specifically covers the application of a through bicycle lane or 'bicycle pocket' at the intersection. For other potential approaches to provide accommodations for bicyclists at intersections with turn lanes, please see bike box, combined bike lane/turn lane, bicycle signals, and colored bike facilities.

Combined Bike Lane/Turn Lane. A combined bike lane/turn lane places a suggested bike lane within the inside portion of a dedicated motor vehicle turn lane. Shared lane markings or conventional bicycle stencils with a dashed line can delineate the space



Bike Box - design credit: NACTO



Bike Lane Intersection Markings - design credit: NACTO

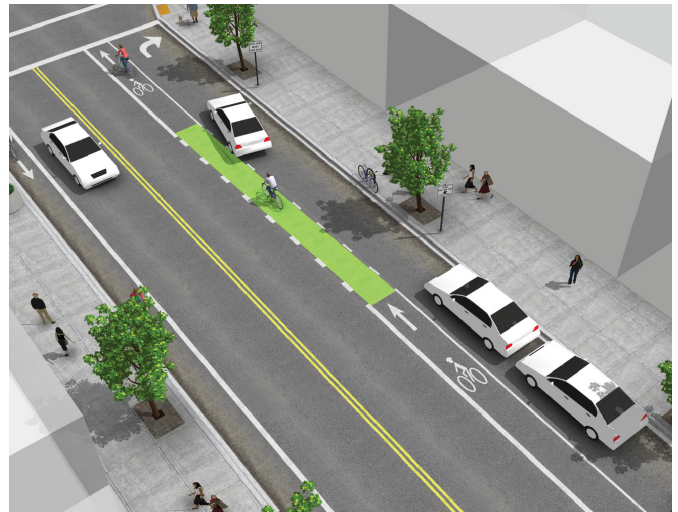


Two Stage Turning Movements - design credit: NACTO

for bicyclists and motorists within the shared lane or indicate the intended path for through bicyclists. This treatment includes signage advising motorists and bicyclists of proper positioning within the lane.

When configured on a cycle track corridor, the combined lane is commonly called a mixing zone, and is intended to minimize conflicts with turning vehicles at intersections as an alternative to an exclusive bike signal phase.

Cycle Track Intersections. The approach to an intersection from a cycle track should be designed to reduce turn conflicts for bicyclists and/or to provide connections to intersecting bicycle facility types. This is typically achieved by removing the protected cycle track barrier or parking lane (or lowering a raised cycle track to street level), and shifting the bicycle lane to be closer to or shared with the adjacent motor vehicle lane. At these intersections, the experience is similar to a conventional bike lane and may involve similar applications of merging area treatments and intersection crossing markings. At the intersection, the cycle track may transition to a conventional bike lane or a combined bike lane/turn lane. Cycle track crossings of signalized intersections can also be accomplished through the use of a bicycle signal phase that reduces conflicts with motor vehicles by separating in time potentially conflicting bicycle and motor vehicle movements.




Through Bike Lane - design credit: NACTO



Through Lane - design credit: NACTO



Cycle Track Intersection - design credit: NACTO



Reduce the demand for parking and put something more useful in place of some of the parking lots downtown,

A vision for Downtown: active, with plenty of living space; two-way traffic with bicycle lanes; a bakery on the mall, and a drugstore.

A world-class city is a place that people visit and leave wanting to come back and tell the world about. If we focus on our arts, culture and forward thinking, we will continue to thrive.

Photo credit: Neal Conway

Downtown Life

1. Downtown Life

- 1.1 Downtown Evaluation
- 1.2 2025 Vision for Downtown

2. Downtown Network

- 2.1 Vehicular Network
- 2.2 Parking Management
- 2.3 Transit Network
- 2.4 Pedestrian Network

3. Downtown Zoning

- 3.1 Form-based Zoning
- 3.2 Green Zoning

4. Marketing Downtown

- 4.1 Vibrant Downtown Districts
- 4.2 Growing & Attracting Businesses
- 4.3 Marketing Through Transportation
- 4.4 Attracting Residents

5. Arts & Activities

- 5.1 Downtown for All
- 5.2 Four Seasons of Activities
- 5.3 Inviting Public Places
- 5.4 I<HEART> Public Art

1. Downtown Life

IK 2025 participants envisioned a Downtown that is welcoming year-round, with inviting public spaces; events and activities for all ages and interests; and ease of movement in, around, and to Downtown.

As “everyone’s neighborhood”, Downtown is where Kalamazooans live, work, and play. Each user has slightly different needs. Those who live in Downtown desire a complete neighborhood where they can meet their daily needs, including shopping, recreation, and entertainment. Downtown employees envision easier access to its abundant goods, service, retail, and activities and safe transportation. Visitors imagine vibrant, active streets and gathering spaces with unique events and family-friendly activities that draw from the region.

1.1 Downtown Evaluation

Imagine Kalamazoo: Downtown. Input updating the Downtown plan was collected throughout each phase of IK 2025. A focused Downtown effort culminated with two days of meetings, that highlighted issues and opportunities.

- A walking audit of Downtown assisted by architects, urban designers, and landscape architects to help illustrate a vision and redevelopment possibilities.
- A public open house with hands-on activities based on whether participants lived, worked, or played in Downtown.
- Presentations on best practices and vision implementation by local, regional, and national experts.



Downtown Kalamazoo is a place to live, work, and play. Photo credit: Neal Conway

The Downtown workshop also served as the kick-off for the Downtown Retail Analysis project by the Gibbs Planning Group.

2009 Downtown Comprehensive Plan. The 2009 Downtown Comprehensive Plan envisioned an accessible, prosperous, diverse, green, vibrant, and progressive Downtown. The plan put Downtown on a path to realize this vision, but implementation was slowed due to the national economic recession.

IK 2025 input aligns closely with the 2009 vision goals, which include: strong placemaking to create a city for children and seniors, a conversion to 2-way streets, a stronger link to the nearby college campuses, additional and affordable housing options, utilization of form-based zoning, and revision to the DDA boundary. To facilitate implementation, the validated 2009 Downtown plan goals are incorporated into this document instead of remaining a stand-alone plan.

Housing Analysis (2016). Zimmerman/Volk Associates performed an analysis of the residential market potential for Downtown and surrounding neighborhoods to determine the housing market demand. Their study found that, over a five-year period, the residential market could sustain over 1,400 new units, both for rent and sale in and near Downtown. Demand was found for housing types existing in Kalamazoo, known as the “missing middle.”

The variety of housing desired in Kalamazoo are: rowhouses or attached housing and smaller single family homes, in addition to condominiums, and loft style living. Housing demand in the Downtown is

much greater than the available supply of units. The study also elaborated on the importance of sense of place and how it can impact the demand for housing.

Existing conditions in Downtown possess many characteristics of a vibrant, urban neighborhood. However, circulation and navigation, speeding, and uncomfortable pedestrian environment resulting from one-way streets. The report also noted that numerous open parking lots disrupt the physical development pattern and further impact the feeling of safety and comfortable pedestrian experience.

Urban Growth Initiative (2017). The UGI transportation, housing, and economic workgroups gathered information to define a consistent, clear vision for Downtown's future. The UGI work compiled by the W.E. Upjohn Institute confirmed that there continues to be growth opportunities for development in Downtown. The study also considered steps toward creating a coordinated management outline for Downtown performance. Partnerships with the City, Downtown Kalamazoo Inc., and Downtown Development Authority will be looking at best practices and industry standards to accomplish the action items in this Master Plan.

Retail Analysis (2017). The Gibbs Planning Group, Inc. completed a retail market analysis for Downtown Kalamazoo as a part of the UGI process. Kalamazoo is well within a regional retail area that sees \$500 million spent annually. The study found that the Downtown could capture as much as \$50 million of spending with strategic investments and placemaking

considerations. These investments need to target where the Downtown is under-performing due to non-market or physical conditions that currently hamper further growth such as:

- Difficult navigation of the one-way street network
- Outdated parking management
- Lack of connection to adjacent office users and college students
- Limited marketing activities

Removal of these barriers could result in a Downtown able to support five times more square feet of retail and restaurant development. Gibbs noted that accomplishing many of the goals from the 2009 plan would greatly impact Downtown's ability to capture this potential.

1.2 2025 Vision for Downtown

Downtown Kalamazoo is to be a focal point for a distinctive sense of community, forming the foundation for educational, economic and personal success for all. To realize the vision for Downtown the City and Downtown Kalamazoo Inc. (DKI) must partner together and with others to do the following:

- Re-brand Downtown, update wayfinding.
 - A strong focus on business recruitment.
 - Refine the housing analysis to create infill targets for a mix of types, affordability, and location.
 - Coordinate the management and oversight of Downtown activities and initiatives through a single point of contact.
 - Establish a Business Improvement District and define income allocation for the maintenance and operations of the District.
 - Evaluate Downtown boundaries and structured agreements ensuring adequate funding for Downtown Management.
 - Improve parking standards to respond to the retail marketing analysis recommendations.
 - Improve the coordination of anchor institutions to foster and maintain a healthy living community.
- Remove physical barriers, with a focus on the Downtown street network. This includes converting to two-way streets.
 - Create policies and regulations that facilitate the envisioned development and streamline the review and approval process.
 - Create a Downtown Ambassador program.
 - Update all marketing tools for Economic Development at City and DKI.



The two-day Downtown meeting was an opportunity for residents, business owners, architects and designers, and community leaders to come together and plan for the future of Kalamazoo.

Photo credit: Neal Conway

2. Downtown Network

The Downtown transportation network should be easy to navigate and accessible to everyone. The combined streets, trails, sidewalks, bus, and rail services offer the opportunity to connect people throughout the city and the region. To continue maximizing the network to support the future of Downtown Kalamazoo, IK 2025 participants and three independent studies echoed the critical importance of improving Downtown quality of life through the ease of navigation and overall transportation connectivity for all users within the city limits.

2.1 Vehicular Network

For over 40 years one project has been studied over and over again. The one-way pairs in Downtown continue to impart the greatest challenge in Downtown for those that live, work, and play. Traffic calming the one-way pairs has been talked about for decades but no one solution has been acted on. Several of the original one-way pairs have been changed to two-way during these studies. Again, during this effort, IK 2025 studies that focused on retail, residential, and placemaking strategies reiterated that the solution to removing a major barrier to Downtown's retail growth, would be to solve the fast traffic, difficult navigation, and pedestrian crossing issues on the remaining one-way streets.

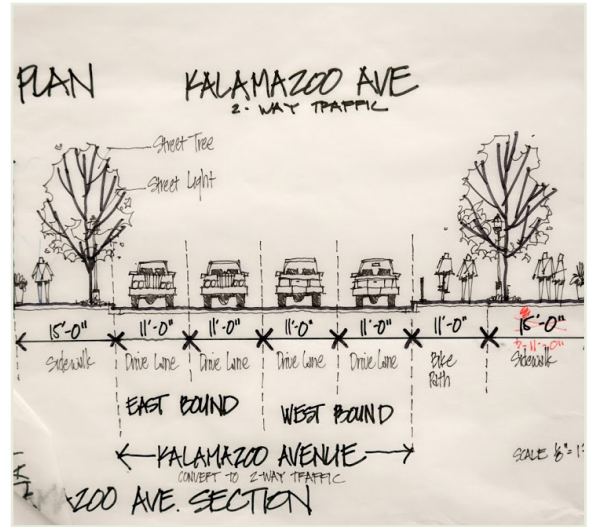
For this latest investigation, the City has partnered with the Kalamazoo Area Transportation Study (KATS) and Michigan Department of Transportation (MDOT) to move toward one-way street conversions, including West Michigan Avenue, Kalamazoo Avenue, Douglas Avenue, West Main Street, Edwards Street,

Westnedge Avenue, Park Street, Lovell Street, and South Street. The current Planning and Environmental Linkages (PEL) study led by MDOT builds off of the 2014 charrette held to find ways to traffic calm Stadium Drive and W. Michigan Avenue.

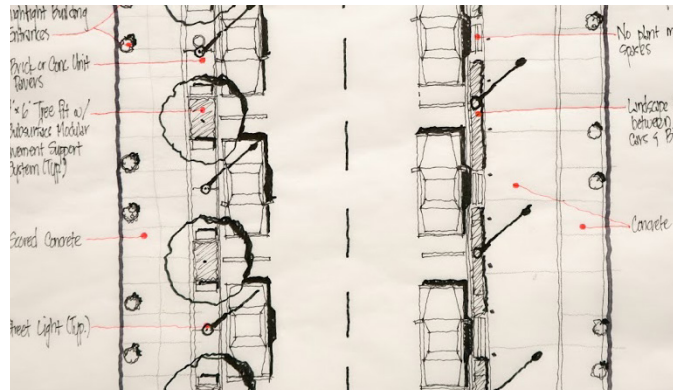
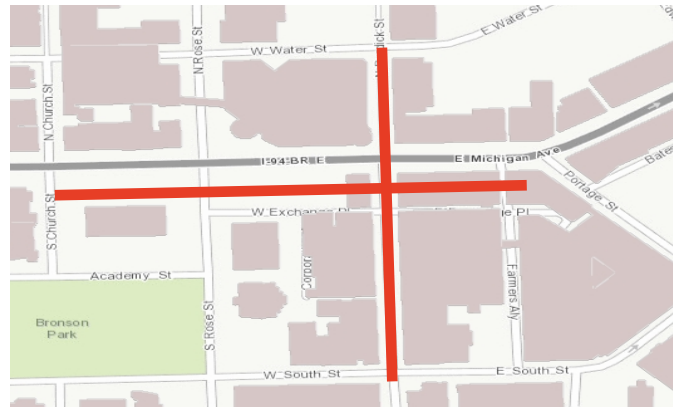
The Michigan Department of Transportation (MDOT) is using the PEL process to determine future improvements within the downtown Kalamazoo study area: Stadium Drive between Howard Street and Michigan Avenue; Michigan Avenue between Stadium Drive and Kalamazoo Avenue; Kalamazoo Avenue between Douglas Avenue and Harrison Street; Michikal Street between Michigan Avenue and Kalamazoo Avenue; Riverview Drive between Harrison Street and Gull Road; and Douglas Avenue between West Main Street and Kalamazoo Avenue. The PEL study will continue through 2018. (Figure X) More information can be found at: [http://www.michigan.gov/Projects_and_Programs/Studies/Planning_and_Environmental_Linkages_\(PEL\)_Studies/Downtown_Kalamazoo_Planning_and_Environmental_Linkage_\(PEL\)_Study](http://www.michigan.gov/Projects_and_Programs/Studies/Planning_and_Environmental_Linkages_(PEL)_Studies/Downtown_Kalamazoo_Planning_and_Environmental_Linkage_(PEL)_Study).

As the PEL project moves forward, important discussions include: future street jurisdiction and phasing of conversion. The City's Complete Streets Policy and the Street Types outlined in the Strategic Framework will guide the redesign, ensuring that the Downtown network is safely accessible for all modes of transportation and maintains a consistent network.

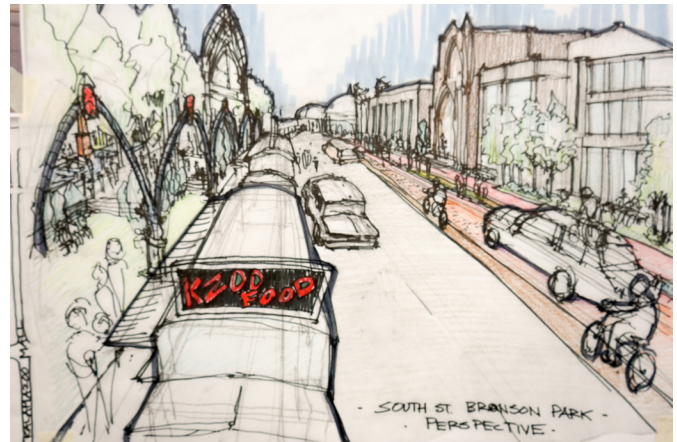
Kalamazoo Avenue. Kalamazoo Avenue is a Connector Street critical in the Downtown



Improvements to the pedestrian environment along Kalamazoo Avenue would make this critical street safer, more accessible, and attractive.



West Michigan Avenue is a gateway to the city that runs along an active commercial corridor. The intersection of West Michigan Avenue and Kalamazoo Mall is a vibrant downtown center; two-way conversion would expand this life and character to a broader segment of Downtown.



Improvements to South and Lovell Streets will make these important connectors to Downtown more vibrant and accessible. Source: Google Maps

network and for travel from east to west in the City of Kalamazoo and to access the Metro Transit Transportation center. Enhanced crosswalks and pedestrian infrastructure, along with the addition of bulb-outs, will improve personal safety and overall appearance of street. This is particularly important at the intersection of Water Street and Rose Street. The Downtown Connector, a part of the Kalamazoo River Valley Trail (KRVT) network, is a new addition to the street that is a start to include non-motorized transportation to a heavily traveled route. Expanding the trail along Kalamazoo Avenue from Walbridge Street to Westnedge Avenue, including planters along the vehicular side of the path, adding striping, unique crosswalks, bicycle racks and amenities, and signage are some of the future improvements being discussed for 2018.

West Michigan Avenue. Through the Downtown, West Michigan Avenue is a Priority Street serving as an important gateway to employment, retail,

entertainment, and cultural amenities, West Michigan provides many visitors with their first impression of the City because it serves as the main route traveling to the east within the one way pair. Conversion to two-way simplifies the navigation and circulation around downtown. The street is a critical part of Downtown's primary retail and entertainment corridor and must be treated as a destination for pedestrians that is safe, convenient, and accessible. The street life along West and East Michigan is imagined with more active storefronts, residential and office uses on the upper floors, and an emphasis on pedestrian and bicycle mobility. This vision of a Downtown Main Street street will create a West Michigan Avenue to be a vibrant urban environment where pedestrians are treated with the highest level of service.

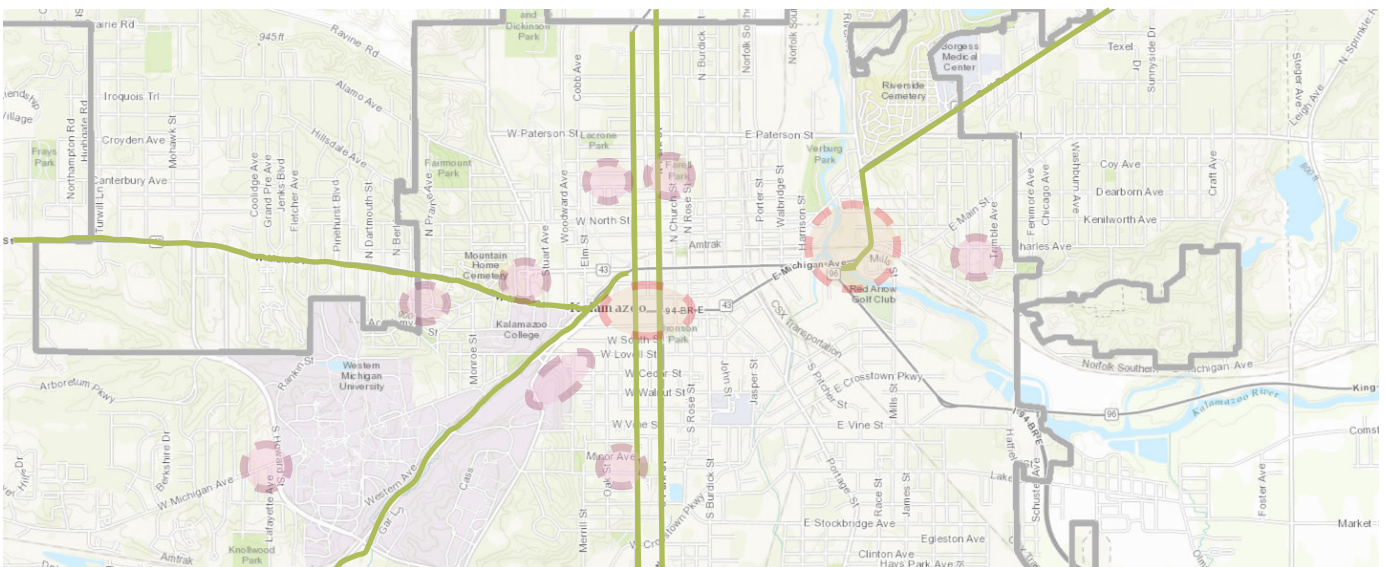
South Street. South Street is an important connection between Downtown and the west side of town. The Main Street designation in the Strategic Framework, acknowledges that improving safety, especially for

pedestrian and bicyclists, will be a priority. A variety of building types are located along South Street moving from residential to civic to commercial in the Downtown. Much of South Street to the west is a beautiful local historic district. Improvements to the street are desired to better circulate traffic, connect the east and west ends of Downtown, and create safer pedestrian and bicycling routes from Western Michigan University and Kalamazoo College.

Lovell Street. Lovell Street currently serves as South Street's westbound partner in the one-way pair between Downtown and the West Main Hill Neighborhood. The street is designated as a Main Street in the Strategic Framework and is one of the most important east west connections to and from Downtown. If Lovell can be improved to have two-way traffic, it will serve as one of the most efficient transit and pedestrian connections east to west. The Main Street designation supports a mix of building types, including flexibility for additional housing units.



The Kalamazoo Mall is a pedestrian street north of West Michigan Avenue.



In order to support the growth of Downtown, all critical links must be evaluated.

This street type will allow Lovell to support near Downtown residents within walking distance, as well as ease of transportation circulation connectivity for students, employees, and consumers to the Kalamazoo Mall, Zoetis, Bronson, and Kalamazoo Valley Community College and other destinations Downtown.

Kalamazoo Mall. The Kalamazoo Mall is the most pedestrian friendly level of service, designated as a Priority Street, and continue to support active storefronts with retail, restaurant, and entertainment uses. To support the active retail uses along it, on-street parking should be expanded and the associated operations and maintenance fee schedules evaluated. This should be a part of the larger Downtown parking management strategy, informed by the 2017 Retail Analysis and Urban Growth Initiative.

To support a retail market and connectivity to the Northside Neighborhood, options to explore Burdick Street as a direct connection were discussed during the Downtown IK2025 meeting. Further study is required to determine if the Kalamazoo Mall should be converted to a two-way street linking the north and south of the City. The need for connectivity of the retail corridor to the Northside for both walking and bicycling, Gibbs Planning also considered the evaluation of opening the Mall to vehicular traffic north of West Michigan Avenue. This would simplify circulation to the south end of town, if the street was kept one-way; or open up new circulation if considered for two-way.

On-street parking is more efficient and can be a revenue generator. If a single on-street parking space turns over frequently — about 12 to 15 uses a day — it brings in as much as \$300,000 in revenues to nearby businesses.

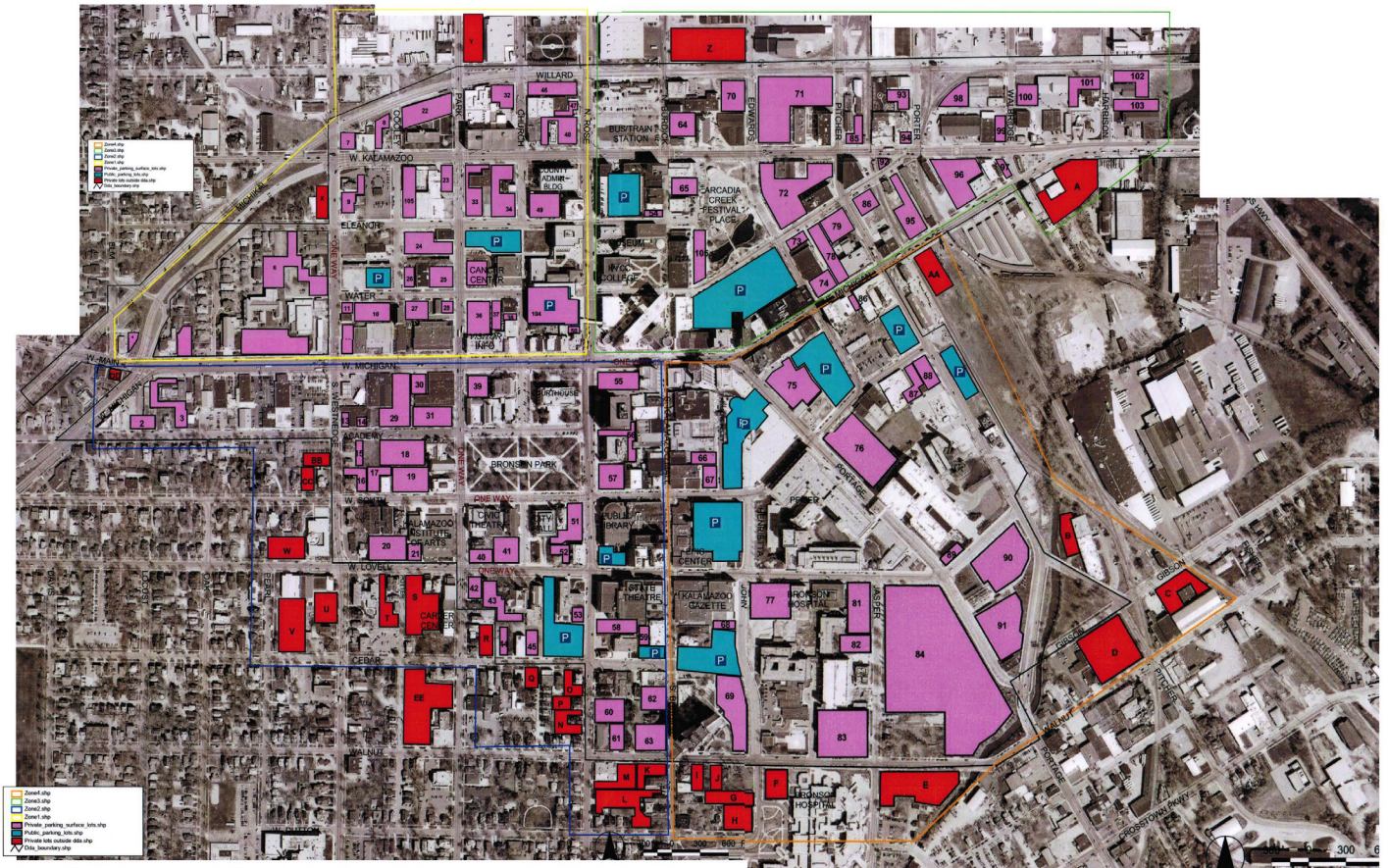
Shoup, D. 1999, abstracted from Journal) Instead of Free Parking. <http://shoup.boL.ucla.edu/InsteadOfFreeParking.pdf>

Other Critical Links to & from Downtown. Portage Street, Westnedge Avenue, Park Street, West Main Street/M-43, Stadium Drive, West Michigan, East Michigan, and Gull Road are key streets leading to and from Downtown. As the primary links, these streets should facilitate the flow of traffic by all modes. Each of these streets has been designated as either a Boulevard or Connector in the Strategic Framework Plan to guide future improvements. Reviewing each and its impact on mobility is a critical first step in improving access to Downtown.

2.2 Parking Management

Parking management is critical to the success of any thriving Downtown. The result of the Retail Market Analysis was very clear that parking in Downtown is a barrier to economic growth. Input from IK2025

Map of Downtown Parking



Map of available parking spaces in Downtown Kalamazoo.

echoes this view from both retail and customer perspectives. There is a firm belief among many Downtown visitors that there is not enough parking available, and what is available is expensive and/or not well located. A new strategy that embraces best practices for Downtowns should be studied for implementation. Downtown parking - on street, surface lots, or ramps - should be viewed as part of a larger system. Understanding this, the new strategy should consider the following best practices for each type.

On-Street Parking. On-street parking is critical to successful Downtown vibrancy and retail. The Gibb's

Retail Market Analysis recommends increasing the quantity of on-street parking, particularly along the Kalamazoo Mall. In addition to increasing the quantity of on-street spaces, the right fee structure needs to be developed. To evaluate meters, the location, time of day, and ramp availability should be taken into consideration. Turning over parking spaces in front of retail is critical for commercial success and for parking availability. On-street parking also serves as the perfect location for Downtown residents to park over night. A permit system, which considers the location and permitted hours should be studied and include best practices for residential parking strategies.

Parking Ramps. For successful Downtown ramp parking and safety of users, the existing parking ramps must be consistently maintained at a higher standard, including fresh paint, new lighting, and additional signage. Parking ramps must be attractive, conveniently located, and accessible to make them a viable component to the overall parking system. In conjunction with updates to the fee structure for on-street parking in Downtown, ramp rates should be revised. Best practices point to a model with higher on-street parking fees and free and reduced rates, with the first two hours free in ramps.

Future ramps should follow these standards:

- Be located centrally to maximize use by the many new Downtown employees and residents.
- Ensure driveway access is not from a Priority Street, as designated in the Strategic Framework.
- Designate spaces for electric and compact vehicles.
- Include indoor bicycle parking.
- Locate parking for permit holders, both employee and residents on the upper floors, allowing easy access for short term parking for retail and restaurant customers.
- Include active uses on the ground floor, and wrap the lower levels with office, retail, or commercial uses when located on any Priority, Main Street, or Connector, as designated in the Strategic Framework.
- Consider the future use of autonomous vehicles in planning.

Surface Lots. Surface parking lots can interrupt the urban fabric by creating activity dead zones and

increasing points of pedestrian vehicular conflicts.

Future surface parking should be constructed using the following parameters.

- Surface parking is not permitted on corner lots or on the front or corner sides of lots within Downtown.
- Surface lots are not permitted on Priority Streets.
- Driveway access is not permitted from a Priority Street
- Low landscape and fencing should buffer the lot from the adjacent sidewalk or public space.
- Whenever possible, surface parking lots should be shared between multiple users.

Valet or Shuttle Service. Valet and shuttle services promote the use of remote parking facilities. These services can help development of land within the City core and deliver customers, employees, and students to key destinations. Services such as a circulator, could be employed temporarily for special events and holidays (Holly Jolly Trolley) or be a permanent part of the parking management and as a transportation alternative for Downtown visitors and employees.

Employee Parking. Many on-street parking spaces are currently used by Downtown employees. This limits space for customers and patrons impacting the economic health of Downtown. Understanding the value of an on-street parking space to expanding retail sales, employee parking must be considered elsewhere. Designating spaces in parking ramps or surface lots for employees is essential to the overall parking strategy. The City should work with Downtown Kalamazoo businesses, Downtown Kalamazoo Inc.



Currently, Kalamazoo Avenue isolates the Transportation Center from the core of Downtown.

Source: Google Maps

and Central City Parking to provide information to business owners on locations and fees.

Both small and large employers in Downtown should be considered in the parking strategy. A further collaboration between the City, DKI, and employers can also consider transportation demand management strategies.

These can include:

- Sliding fee scales based on location and time.
- Reduced/employer paid transit fares.
- Trolley service to/from remote parking..
- Shared lots between employers and other uses; such as overnight resident parking.
- Incentives for employees living within walking or bicycling distance.
- Incentives for carpooling; Increasing fee structures for parking that reward the employee if they do not drive.

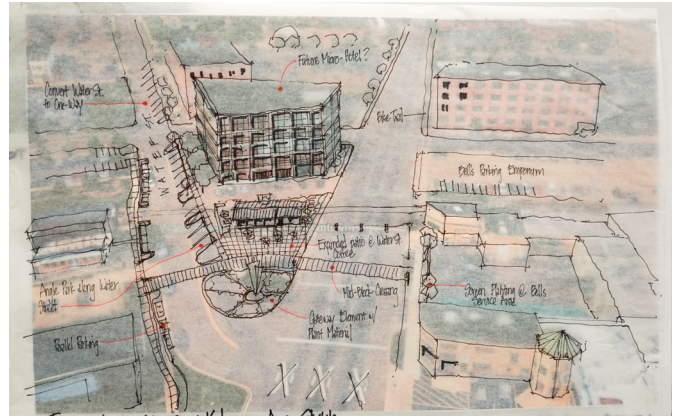


Participants at the Downtown meeting liked the idea of using decorative crosswalks to enhance the pedestrian experience near the Transportation Center. Seasonal or event-based crosswalk art can bring vibrancy to Downtown.

To support the new strategy for parking management in Downtown, City policies and ordinances should be reviewed and revised as necessary to remove barriers. This includes a review of the parking exempt designation, revising parking minimums and maximums, better locating surface parking lots, and driveway/access management regulations.

2.3 Transit Network

The center of Kalamazoo County's hub and spoke transit system is the Kalamazoo Transportation Center, located at the north end of Downtown at



IK 2025 Downtown Charrette improving safety and adding crosswalks



Some Downtown pedestrian pathways are currently in need of improvement. Sidewalks like this are unappealing and can make pedestrians feel unsafe.

Kalamazoo Avenue between Burdick and Rose Street. Throughout IK 2025, participants expressed a desire for an expanded transit system, with additional stops, new routes, and additional transfer hubs.

The Kalamazoo Transportation Center also serves the Amtrak station, linking Kalamazoo to Detroit and Chicago. The Center has many travel options and is an asset yet to be capitalized upon. With an accessible and connected location in Downtown, it feels somewhat remote because of the traffic conditions along Kalamazoo Avenue. Pedestrian improvements on Kalamazoo Avenue and Rose Street, including special crosswalk treatments and wayfinding signage can strengthen the physical connection and serve as welcoming gateway for those arriving to the Center.

Development of the Center's retail spaces and the surrounding buildings with active uses could make the Center and the intersection a destination for more than just travelers. Pedestrian and retail activity around the Center would positively impact Downtown and address safety concerns.

2.4 Pedestrian Network

Walkability is integral in the success of Downtown Kalamazoo. Whether you live, work, or play Downtown, traveling by car, bike, or bus, everyone is a pedestrian at some point during their journey. The streets are also the pedestrian network and should be designed and maintained as such. In addition to being a safe and enjoyable place to travel, the pedestrian network helps to create a sense of place for social

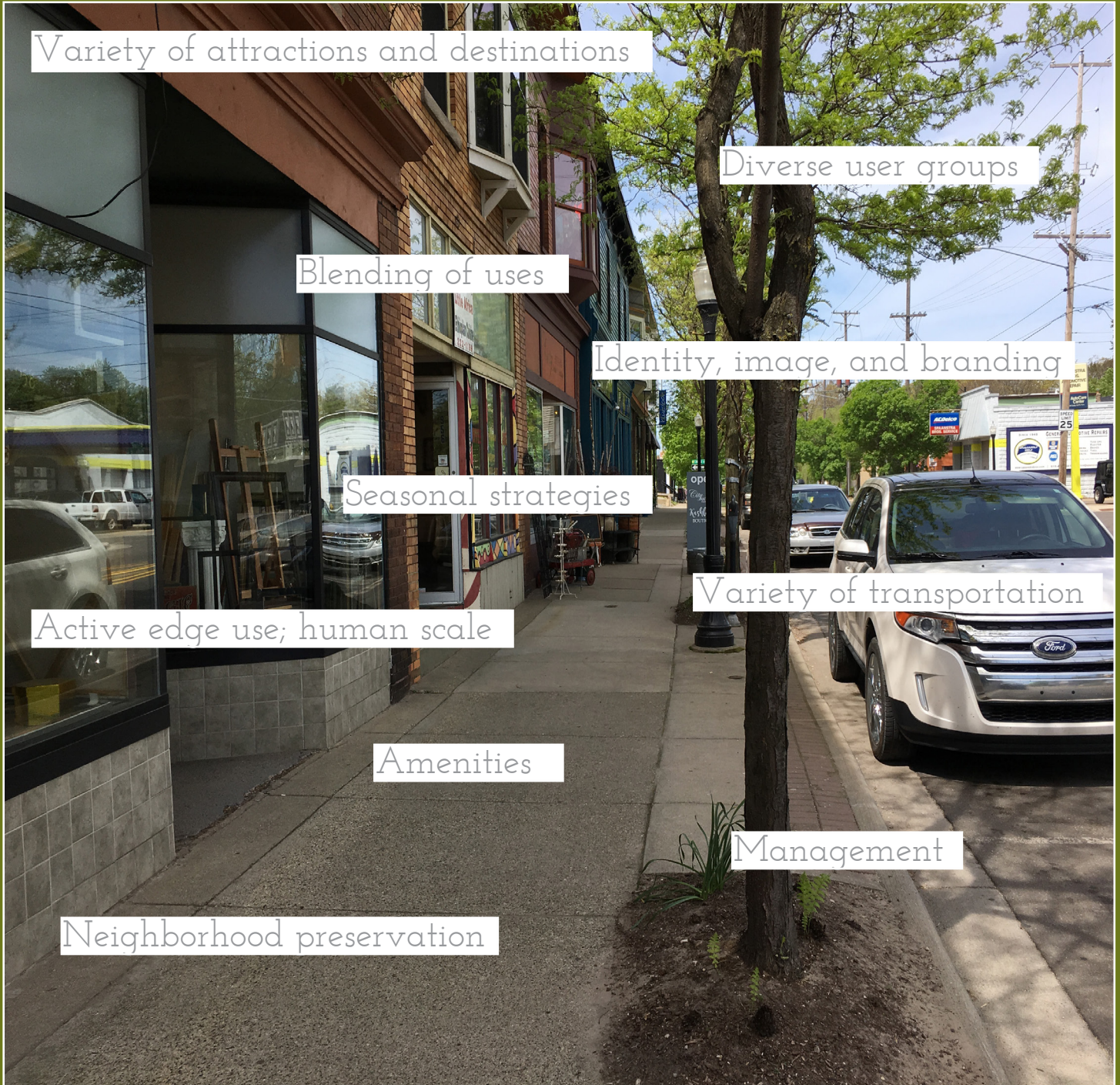
Best Practice - Pedestrian Network

Snow Melt. Since 1998, the City of Holland, Michigan has invested more than \$8 million into the largest publicly-owned snowmelt system in the country. 10.5 acres' worth of heated sidewalks eliminate the need for plowing and salting, and reduce sidewalk maintenance needs, saving the City money. The system does double duty by reusing wastewater from a nearby Public Works power plant.

The system was created in an attempt to make Holland's downtown commercial corridor competitive with nearby malls and other shopping centers - and it worked. Holland's downtown has been recognized by the National Trust for Historic Preservation as a Great American Main Street; the snowmelt system increases the popularity of downtown shopping, prevents slips and falls, and makes the downtown area accessible to people of all ages and abilities. The success of Holland's snowmelt initiative has spurred significant private investment in the system.

Source: Martinez, Shandra. "Why Michigan city spends millions to heat its streets during winter." MLive. February 26, 2016.

Power of 10+. The Power of 10+ is a placemaking approach that prioritizes the human experience. It is based on the premise that successful places have a wide variety of uses that create reasons for people to be there - this includes retail, food, art, music, and socialization. The Power of 10+ aims to create unique places that draw people in with distinct character and uses.



Source: Project for Public Spaces. "The Power of 10+ <https://www.pps.org/reference/the-power-of-10/>

and community activities. Best practices like the "Power of 10+" (Figure X) can guide decision-making that consider overall improvements to the pedestrian network ensuring that Downtown is an inviting public place. Other considerations for the comfort of pedestrians are discussed below. Each of these items should be taken as parts of whole that together create a pedestrian network plan.

Safe & Inviting. All Downtown streets should be safe for pedestrian travel. All sidewalks should be smooth, accessible with ramps, and connected; without gaps in the network. At the intersection, crosswalks shall be clearly marked, adjoining accessible curb cuts on each side of the street. Sidewalk extensions or "bulb outs" can be considered when on street parking is present. This treatment gives the pedestrian an advantage to see approaching traffic in front of parked traffic without stepping into the street and reduces the width of the street crossing. In addition to being safe, the pedestrian network should be inviting and aesthetically pleasing. Pedestrian amenities and streetscape elements,



The Kalamazoo River Valley Trail

Source: <http://www.eyeonmichigan.com/trails/kzoorivervalley/photos.php>

ranging from benches for resting to street trees proving shade all impact a pedestrian's experience and can help define the character of an area.

Snowmelt. In Kalamazoo it was commented many times that the City achieve a vibrant Downtown all year long. To achieve this, sidewalks must remain clear of snow, ice, and other debris to prevent falls. To achieve this consistently is through the installation of a snow melt system. This system located under the sidewalks heats pathways to melt snow and ice.

Snowmelt systems are a great tool to keep an area open and accessible as is achieved currently along the Kalamazoo Mall. A comprehensive study for



Current wayfinding signage.

Source: <https://www.flickr.com/photos/eridony/3261454739>

installing a snowmelt system throughout Downtown should include costs, alternative and innovative sources of heat, and a schedule for installation. The priority for installation should be on Priority Streets and Main Streets, with consideration given to areas with transit connections and high traffic around existing retail and commercial uses. New development projects in Downtown should include snowmelt in their plans.

Streetscape. Every street needs to be safe and accessible, with street type determining the level and type of streetscape improvements required.

All streets in Downtown are required to have:

- Trees
- Bulb-outs where on-street parking exists, or wide lanes to cross.
- Crosswalks at intersections and critical mid-block locations.

Priority and Main Streets must include:

- Low landscaping, flower baskets
- Pedestrian lighting
- Street furniture (trash/recycling bins, benches, bike racks)

Wayfinding. Downtown Kalamazoo's current wayfinding system was designed and installed in 1999. These signs are well located, including signs directed toward the vehicle and bicycle travel lanes and those for pedestrians on the sidewalks. As Downtown re-brands and revises its marketing strategy, the current signs should also be updated. New signage should continue to highlight the Downtown Districts, but also reflect the expanded trail network and new locations, including civic, institutional, and recreation uses.



Photo credit: Neal Conway

Bicycle Amenities. Kalamazoo has many bicycle routes moving through and around the City. To improve access and ridership, every neighborhood and college campus should have a clear route to Downtown. In many cases, these routes already exist but are not marked on pavement, well-signed, or advertised. There are multiple opportunities to enhance bicycling in Downtown including:

- Provide multiple bike racks at key locations, including trail heads, the Transportation Center, and by major employers to make commuting by bicycle easier.
- Locate 1-2 bicycle repair or service stations in Downtown.
- Locate bike share service throughout.
- Change zoning ordinances to include on-site bicycle parking at existing buildings.
- Install wayfinding signage with destinations and distances within Downtown and throughout the City.
- Study snow melt for bicycle routes.

3. Downtown Zoning

To achieve the Downtown envisioned in IK 2025, the policies and regulations need to align supporting desired development. Downtowns need vibrant streets, active and inviting buildings that respond to the walkable environment, incorporating the right mix of uses in the right locations. Through the Zoning Ordinance, the Downtown can define and specify the form of buildings and ground floor activity to respond to the Street Type and activity level desired.

3.1 Form-based Zoning Downtown

IK 2025 participants commented that Downtown should have predictable development and a high quality public realm. The definition of a “world-class city” frequently included relationship of the street to the built environment, pedestrian friendly buildings, limiting off street parking lots, encouraging mixed uses, and focus on retail along designated Main and Priority Streets. The desire for a vibrant Downtown

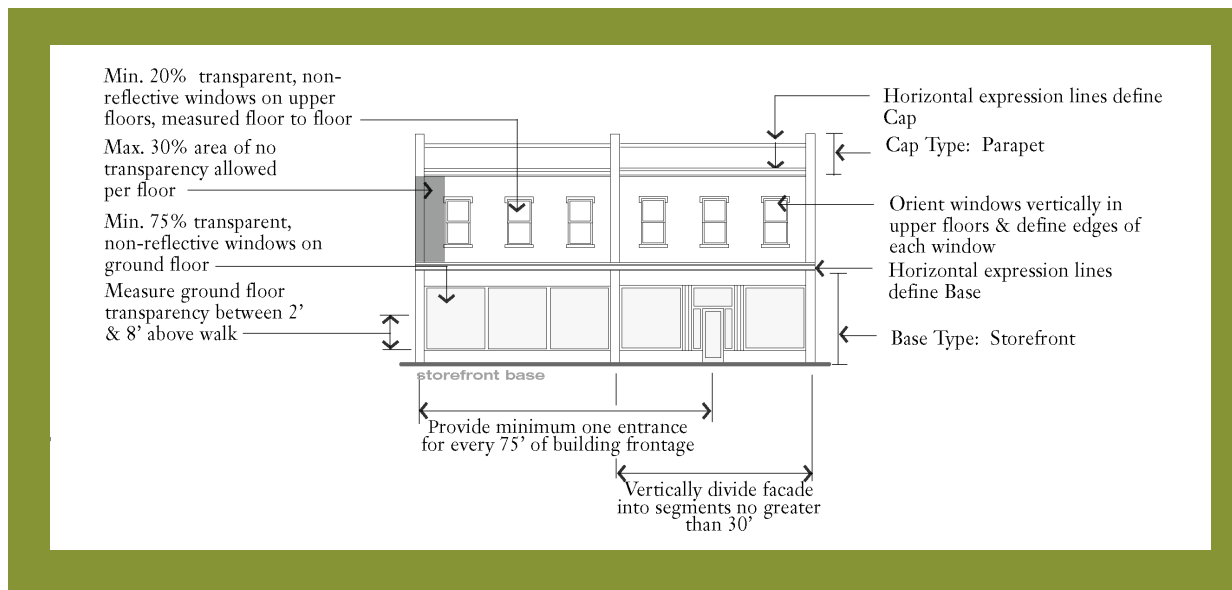
where working, learning, shopping, living, and entertainment all to occur within proximity of one another is becoming the norm for development.

Form-based zoning favors the form of buildings. The location and height can strengthen the relationship with the street and adjacent buildings; together, it is the what defines the context of a place. As a result, form-based codes can go beyond regulating a building's footprint to include pedestrian and public realm details such as: requiring an entrance from the sidewalk, minimum level of window transparency, and facade definition on the parts of a building facing public spaces, such as streets and parks.

Form-based zoning provides Downtown Kalamazoo with several benefits.

- **Economic Vitality.** The structure and design of Downtown buildings can have a profound impact on the success of ground floor retail.

Best Practice: Form-based Zoning Example



Example of building elements that form-based zoning can regulate. Credit: GVMC Form Based Code Study, <http://www.gvmc.org/landuse/formbasedcode.shtml>

Downtown & Node Signage to establish unique character



Attractive signage that is mindful of the building and its location can improve Kalamazoo's Downtown and Nodes.

Establishing retail industry standards for storefront development, for example, will help facilitate the economic health of Downtown.

- **Simpler.** Form-based codes strive to be a set of simple regulations. Written in plain language, they are context-based, heavily illustrated, and designed to be user-friendly with predictable outcomes.
- **Streamline Application of Regulations.** A form-based code removes the need for design guidelines, unless an area desires to regulate the architectural style of an area.
- **Streamline Review & Approval.** If the zoning regulations are crafted to achieve the desired outcome, fewer review steps will be required. Building within the parameters of the code could mean the ability to develop a lot by right.

Street-Facing Building Facades. Form-based zoning focuses on the relationship between a building and public spaces, such as streets. This relationship provides specific regulations for the building facades facing public spaces, major streets, and minor streets. The key elements are location of the primary entrances; minimum amount of transparency (windows especially on the ground floor); definition between first and upper floors of the building; and guidance for design of long buildings to match the pedestrian scale of the street.

Building Location. Building placement works to define the block. A form-based code is more responsive to context with building placement. Rather than use a setback, form-based zoning utilize a build-to zone (range in which the building must be located)

or a build-to line (precise location for building). The placement of buildings is particularly important at corners. Buildings should be located to cover or hold the corner of a lot. Driveways and parking should not be accessed and ideally not visible from, the front property line.

Height. Height is typically regulated in number of stories. In form-based zoning, the permitted range of floor heights, especially for the ground floor, is regulated in feet. This ensures retail industry standard heights for the ground floor, but also allows the flexibility for other uses in this space, including multiple story lobbies. Downtown currently has a minimum height requirement of two stories.

Signage. Signage is important in walkable urban areas. Signs not only serve to market the business or location, but can also add an element of uniqueness and become a brand for a district. A variety of sign types should be permitted by right in Downtown, including signs that project over the sidewalk and sandwich-board signs. The Node designations shall have the same signage types allowed.

Uses & Districts. Uses are not ignored in a form-based code, but permitted uses are simplified. A code may allow retail and office uses without listing every possible retail option. Prohibited uses and those that require a special use are listed with the applicable conditions. These uses may include those that impact traffic, environment, noise, and large scale.

Ground Floor Uses. Retail and entertainment

uses should be encouraged on the ground floor of buildings on Priority Streets and designated Node corridors, with residential and office uses above. Throughout the Downtown, office uses can be encouraged in all locations. Residential uses should only be permitted on the ground floor in specific locations and not allowed on the Priority Streets. Studies, such as a merchandise plan, can guide DKI to locate retail for the highest and best location and assist business development.

3.2 Green Zoning

Walkable urban areas are inherently sustainable as they provide people the opportunity to walk, bike, and use transit to access employment, housing, entertainment, and daily needs. The deeper impact of

sustainability for Downtown should include additional environmental actions.

- Stormwater in an urban area can be managed without requiring each development to provide its own green space. Innovative methods include green roofs, rooftop gardens, rain gardens, and permeable pavers.
- The use of solar and wind turbines in Downtown Kalamazoo should be promoted for energy efficiency. To facilitate their placement, zoning and building regulations should clearly state all requirements.
- LEED or other green building certifications for Downtown development should be incentivized.

Imagine Kalamazoo Downtown: Parks & Recreation Ideas



Several park and recreation opportunities exist in Downtown. Discussion at the Downtown Charrette centered on whether or not the right activities and programs exist in these spaces

4. Marketing Downtown

Updating the branding and marketing strategies for Downtown will boost Downtown's exposure as a key destination in the Southwest Michigan. Marketing strategies should support the existing businesses, as well as helping to attract new. The marketing strategy should take advantage of Kalamazoo's unique assets. Attracting more visitors from a wider area should also be a goal of the new marketing strategies and branding.

4.1 Vibrant Downtown Districts.

Currently, Downtown is divided into six districts, named for their historic functions during a 1999 wayfinding project. As the Downtown has evolved and created new stories, these names need to be updated. As part of the re-branding Downtown, the District names should be reviewed and updated as necessary. New signage should celebrate both the Downtown's history and be flexible to incorporate new stories as they come along.



East Michigan Avenue in 1956.

Source: Western Michigan University Archives



Kalamazoo Downtown District Map

Source: Downtown Kalamazoo, Inc.

Each of Kalamazoo's Downtown districts has a name that reflects its rich history. The Bronson Park District, for example, is named after Kalamazoo's founder, Titus Bronson, who stayed there on his first night in the city. The Haymarket District was once home to the city's first hay auction and hotel. Arcadia is named after Arcadia Creek, which sits at the District's original gateway, founded by Bronson. South Town used to be home to many of Kalamazoo's famous celery farms, and now houses a vibrant mix of residential, commercial, and public uses. The East End District has transformed from a railroad center to a home for breweries, coffee shops, and entertainment. As Kalamazoo has grown and changed, these districts have taken on new personalities while still reflecting their histories.

Source: Downtown Kalamazoo, Inc. <http://www.downtownkalamazoo.org/About-Downtown.aspx>

4.2 Growing and Attracting Businesses

During outreach through, IK 2025 and the Gibb's Retail Market Analysis, participants noted the need for a more active role by the City and DKI in supporting existing and recruiting new businesses. Several tools can assist with this task. A merchandise and a business recruitment plan will set the Downtown up for success in their discussions with potential businesses by putting the right information and details in the recruiter's hands before starting conversations. This makes direct contact with potential businesses and participation at International Council of Shopping Centers (ICSC) events more successful.

Attract New Businesses. The following tools are necessary for the Downtown to effectively recruit new businesses.

- **Merchandise or Asset Plan.** A merchandise or asset plans provides potential businesses with detailed physical information on available spaces in Downtown, as well as the lease/purchase parameters for each space.
- **Recruitment Plan.** A recruitment plan outlines the type of businesses the community would like to see in Downtown Kalamazoo, why Downtown is a successful commercial environment, and the advantages of locating in Downtown.

Support Existing Businesses. To support existing businesses, programs such as a storefront display and façade improvement grants should be considered in addition to updating the Downtown's brand and marketing tools.

- **Commercial Storefront Analysis.** A review of the front façade of buildings Downtown, specifically looking at window displays, transparency, signage, façade condition, etc. with the goal of approving appearances and boosting sales.
- **Façade Improvement Funds.** Grant funds should be made available for improvements to building facades, including signage in Downtown and Nodes.
- **Business Expansion/Improvement Funds.** Grant funds, or low-interest loans that can invest in barriers to growth or start up such as: elevators, fire suppression, or mechanical systems.

4.3 Marketing Through Transportation

Kalamazoo has many transportation amenities which can be utilized to promote the Downtown. Amtrak, County Transportation Agency, and the Kalamazoo River Valley Trail are all opportunities to market to visitors and residents through transportation. Marketing campaigns should include travel to events and businesses Downtown without the worry of finding a parking space.

Visitors coming into Kalamazoo along highways, also need better wayfinding along major interstates to locate central Downtown. Partnering with the Michigan Department of Transportation and the Federal Highway Administration to best locate signage and distances.

Ride the Rails to Kalamazoo. During IK 2025 Downtown meetings, participants suggested a marketing campaign that capitalizes on the Amtrak

service. Kalamazoo is conveniently located halfway between Detroit and Chicago. Track improvements for high speed rail have decreased travel times and have other Amtrak lines to Chicago considering routes through Kalamazoo. A marketing campaign, not unlike those from the first half of the twentieth century around the Midwest, could attract new visitors to Kalamazoo.

Directional Signage. Downtown Kalamazoo is difficult to locate from area expressways. Signs from I-94 and 131 should direct visitors not only to the City of Kalamazoo, but to Downtown. Additional signs on Kings Highway, Portage, Westnedge Avenue, Oakland Avenue, Stadium Drive, West Main/M-43, and Park Street are needed to direct traffic once it has exited from expressway.

4.4 Attracting Residents

IK 2025 participants expressed a desire to make Downtown more active during both the day and at night. Increasing the number of Downtown residents is one way to ensure constant activity. The Zimmerman Volk Target Market Study (TMA), completed in 2016, noted the low vacancy rate in Downtown and the demand for a variety of options. To achieve an increase in available housing units both market rate and affordable, the following should be considered:

- Updating the zoning code to allow a wide range of housing types and sizes within the Downtown.
- Revising the zoning map to increase the locations where more intense residential development is permitted in and adjacent to Downtown.



Marketing campaigns, including posters like these, can highlight Kalamazoo as an attractive destination and make use of Amtrak partnership. Source: southshoreposters.com

- Providing a variety of housing unit sizes can positively impact affordability; work with developers to use tax credits and other subsidies to achieve attainable and sustainable housing.
- Partnering with lenders to provide nontraditional financing; Local businesses to fund down payment assistance for employees to live in the City.
- Working with area nonprofits to develop affordable housing.
- Seek to create an all ages Downtown; include needs of Senior populations and children.

Parks & Recreation Opportunities. More residential population naturally increases the need for outdoor spaces. The IK 2025 Downtown input asked participants to consider the existing park and recreation opportunities and what could be newly imagined. Participants discussed how to improve park spaces so that they serve those who live, work, and visit. New facilities desired included: a dog park and active recreation, such a playground on the southern



Lunchtime Live brings mid-day energy to Bronson Park.
Photo credit: Neal Conway

end of Downtown. The Arcadia Festival Site was also seen as an opportunity for more activity. In the 90's and until recently it has been the site of many summer festivals. However, when the festivals are not occurring the site is underutilized. Exploring a re-programming and a new design to include: restrooms, bicycle amenities, more visibility, and marketing plan are all suggestions for future needs.



Pop-up bikeway projects help residents and visitors imagine new routes and connectivity to parks and Downtown.

Photo credit: Neal Conway



On PARKing day, residents create temporary "parklets."
Source: MLive, September 2015. "Kalamazoo Pilots PARKing Day."

““

5. The Arts & Events

The Arts and cultural events have played an important role in Downtown Kalamazoo creating an active and inviting place for decades. The Civic Theatre, Kalamazoo Institute of Arts, Gilmore Keyboard Festival, and the Arts Council celebrate our local artist as well as bringing internationally and nationally known talent to Kalamazoo regularly. Through IK 2025, participants praised Kalamazoo for its cultural offerings and noted a desire for more year-round activities, an increase in family friendly events, and more unique art and cultural installations that extend outside of the Downtown.

5.1 Downtown for All

Kalamazoo has a diverse resident population within its 22 neighborhoods. Supporting arts and cultural events that celebrate the African-Americans, Hispanics, Asians, and Native Americans should be more intentionally planned to draw all people together to celebrate together. Throughout IK 2025 the input we received said again and again, "We need to come together more." That the City should have, "Community gatherings that bring together people who don't usually get to know each other because we are segregated."

To achieve the Downtown envisioned, all event programming and art installations should reflect the diversity of the community to the greatest extent. This starts with a thoughtful public art or event planning process. To guide this process, applicants requesting use of public spaces should begin to understand demographics of their events. The City will assist applicants in making connections with diverse interest groups and organizations to foster inclusion of Kalamazoo's entire population.

5.2 Four Seasons of Activities

Activities that attract visitors Downtown in the winter are key to making it a year-round destination. IK 2025 participants were asked to consider what types of events they would like to see in Downtown and what events they currently go outside of Kalamazoo for.

Winter Activities. Ice skating, winter markets such as German Christmas markets, scavenger hunts, window displays, and increased use of streets for music and performances were among the ideas given. Year round programming will bring people to Downtown, even in traditionally slower seasons, positively impacting businesses and the attraction of Downtown to residents.

Expand Events. Art Hop, Music Hop, and Festivals like RibFest are very popular events. The Retail Market



Streetscape and pedestrian amenities can be used to create well-loved places.

Analysis found through its business owner interviews that a significant surge in sales occurs during Art Hop. Expanding the event offerings to different days, times, and themes will widen the audience of visitors and will provide more increased sales opportunities.

5.3 Inviting Public Places

Streets are public places; they are both a travel route and, if properly designed, a desired destination.

To create the inviting public places envisioned in Imagine Kalamazoo, Downtown streets such as the Mall need to be considered more like parks or open spaces than just through-ways for cars. This way of thinking will impact the streetscape choices and other design elements both within the public rights-of-way and on the adjacent buildings.

Several IK 2025 participants noted the great opportunities for informal gathering on the Mall and in parks such as Bronson Park by adding placemaking elements giving people the opportunity to gather. Placemaking can be as simple as tables, chairs, umbrellas, and planters. Other cities have included firepits, busking musicians, food carts and interactive public art. Additional spaces to consider are parklets, pocket parks, and improved pedestrian alleys, all can add to the vibrancy of the adjacent places.

Everyday Spaces. Seating along the Mall and in other locations Downtown serve as informal meeting spaces for Downtown employees, residents, and visitors. These spaces are well-used, and the retail study noted a need for more of them, including the addition of non-permanent cafe tables and chairs in key locations. Adding fireplaces, special lighting, and

art invites an ordinary street to become an extraordinary space.

Pedestrian ways, such as Corporation Alley, offer a unique opportunity to create a unique public Downtown place. A site for daily food trucks could benefit local businesses and bring people outside during mid-day. Additionally, the creation of parklets and pocket parks through events like PARKing day can create space for socialization and leisure.

5.4 I <Heart> Public Heart.

Art serves as a focal point, inviting people to come closer to view it. Art can express the interests of a culture, heritage, or a unique element within a community. It can be passive or active. Whatever form it takes, more installations from a variety of artists are desired in Downtown. A well-designed walk can encourage visitors and residents to discover public art and architecture. Together with the streetscape design elements, public art can create unique places in Downtown.



[We] must have all basic needs (groceries, drugs, etc.) easily accessible to the various areas within the City.

Living in the Vine neighborhood, I really appreciate being able to walk to O'Duffy's, Martinis, Crow's Nest, Satellite Records, and other businesses that are right in the neighborhood.

The city needs to be connected with bike and walking trails and offer more public transportation.



Great Neighborhoods

1. Introduction

- 1.1 Alignment with Strategic Goals
- 1.2 Unique Neighborhood Input
- 1.3 Revitalization
- 1.4 Raising All Neighborhoods Up

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- 2.3 Implementation

3. Complete Neighborhoods

- 3.1 What does it mean to be Complete?
- 3.2 Defining Complete for Kalamazoo
- 3.3 Benefits of Complete Neighborhoods
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5.6 Commercial & Neighborhood Nodes

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8.1 Neighborhood Links

1. Introduction

Kalamazoo has 22 neighborhoods, each with its own history and distinct character. Each neighborhood participated in the IK 2025 process. Specific neighborhood outreach, as well as the compilation of surveys, events, and online input, allowed City staff to focus on neighborhood-scale challenges, goals, and solutions.

1.1 Alignment with Strategic Vision

Goals:

Common Neighborhood Themes. As data was analyzed, common themes emerged across all neighborhood feedback, including mobility, ability to meet daily needs, and the desire for active, friendly, and safe neighborhoods. The input became the foundation for the Strategic Vision Goals, which are the foundation for 2025 Master Plan.

Connected City. A city that is networked for walking, biking, riding, and driving.

Inviting Public Places. Parks, arts, culture, and vibrant streets.

Safe Community. A community where it is safe to live, work, bike, drive, walk, and play.

Complete Neighborhoods. Residential areas that support the full range of people's daily needs.

Economic Development. A supportive infrastructure for growing businesses and stabilizing the local economy to benefit all.

Environmental Responsibility. A green and healthy city.

Shared Prosperity. Abundant opportunities for all people to prosper.

Youth Development. A city with places and supports that help young people thrive.

1.2 Unique Neighborhood Input

Individual Neighborhood Goals. The neighborhood meetings held across the city during the IK 2025 process gave residents the opportunity to discuss the issues and ideas that were most pressing to their individual neighborhoods. While the topics discussed overlapped transportation, economic development, housing, and parks and recreation, the priorities and related projects differed. Through the individual meetings, City staff felt the Master Plan was too limited and that Neighborhood Plans are the best method to impact changes at the neighborhood level.

All neighborhood-specific information from IK2025 can be found in this document's appendix. It will be used in the neighborhood planning process.

1.3 Revitalization

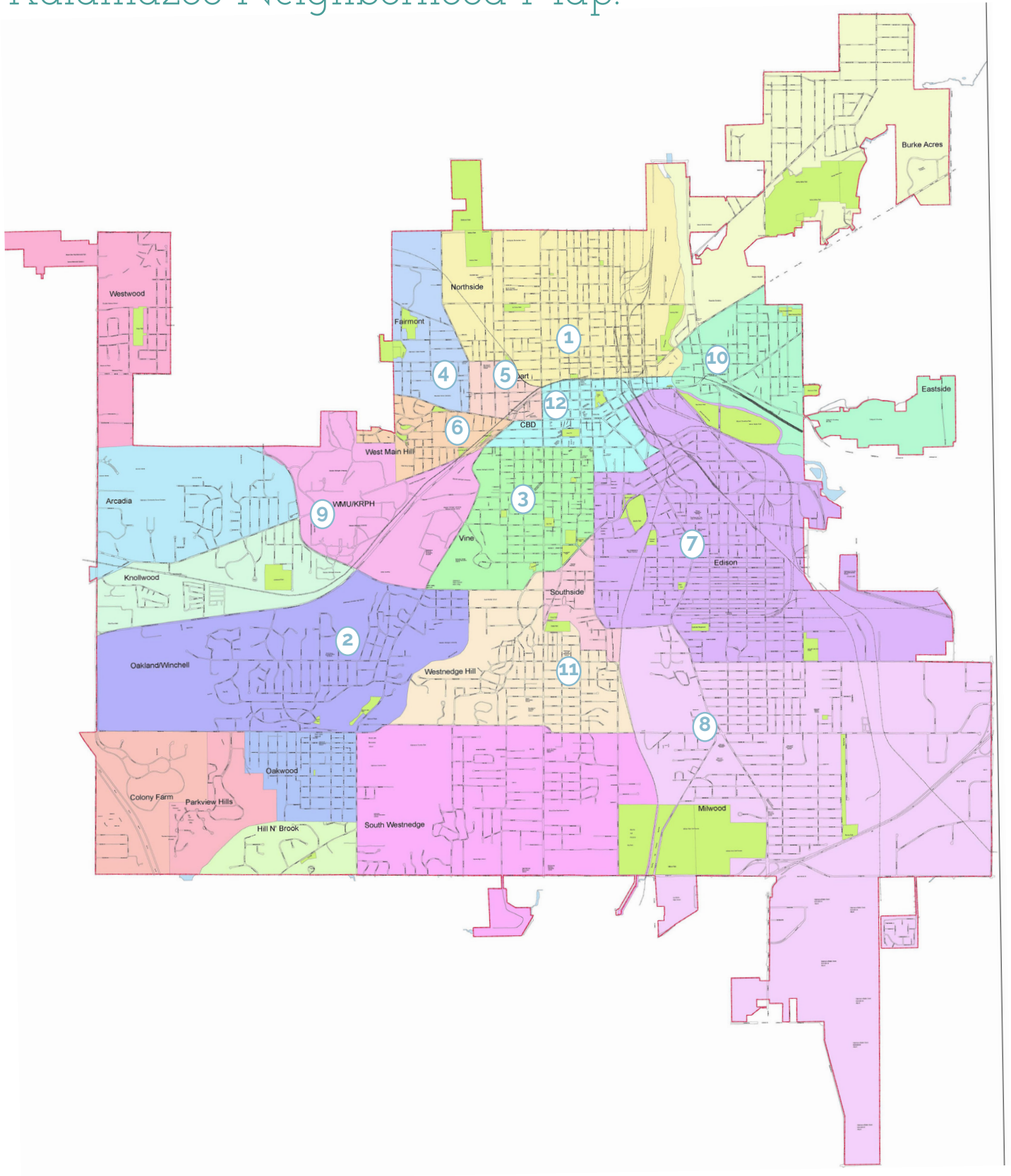
Many of the goals in the Great Neighborhood section

Neighborhood Map Legend

Neighborhood Map (right). IK 2025 hit the road during the Design It Phase of outreach. Twelve meetings were held neighborhoods through the City.

1. Northside
2. Oakland Drive Winchell Neighborhood, Oakwood, Parkview Hills, & Hill 'n' Brook
3. Vine
4. Douglas
5. Stuart
6. West Main Hill & Kalamazoo College
7. Edison
8. Milwood
9. Westwood, Arcadia, & WMU
10. Eastside & Burke Acres
11. Westnedge Hill, Southside, South Westnedge
12. Downtown

Kalamazoo Neighborhood Map.



focus on creating complete neighborhoods – places where residents can meet their daily needs, have transportation choices, access to parks, multiple housing options, and more. In some locations, realizing these goals will result in new development or new businesses infilling the neighborhood.

As the City and the neighborhoods begin implementing this Plan, it is critical to continue broad engagement across the community to incorporate community recommendations in shaping our work. Understanding all views throughout this process can help discuss any impacts of neighborhood improvements, often referred to as gentrification.

1.4 Lifting All Neighborhoods Up

Gentrification has been defined differently by researchers, academics, and civic leaders across the country. The definition for each neighborhood does not need to be the same. The important discussion for the City to have is that all people need a voice, feel empowered to make decisions, and not feel as if development, projects, or programs are just happening to them. In order to lift up all people in all neighborhoods, the efforts of the City and neighborhoods to increase access to amenities and services must also yield opportunities for residents to access better paying jobs, and avoid involuntary displacement.

Open Dialogue. As this plan is implemented, City staff is committed to discussing all policies, projects, and

programs. The goals and actions in this document, will be published on www.imaginekalamazoo.com, and City Staff will maintain continuous community engagement. This open dialogue between the City and residents provides opportunity for feedback and shared understanding.

Neighborhood Plans. Each neighborhood plan is unique and can focus on the issues and opportunities most important to residents. Through the neighborhood planning processes, residents can translate the Master Plan into details to achieve their neighborhood vision and work toward an implementation strategy that honors their priorities.

Complete Neighborhoods. At the heart of Complete Neighborhoods are choices and equal access. A complete neighborhood has safe walkable streets and housing options to meet residents' needs throughout one's life. Additionally, access to parks and recreation, the ability to meet daily needs, and access to fresh food. The unique way that each neighborhood achieves completeness will vary based on resident input. (Figure 1)

Housing Strategies. As the City's housing strategy is developed through the Housing Urban Development (HUD) Consolidated Plan and the Shared Prosperity Kalamazoo Plan, strategies to prevent displacement will be explored and employed. Using data through multiple partner organizations, the City will begin

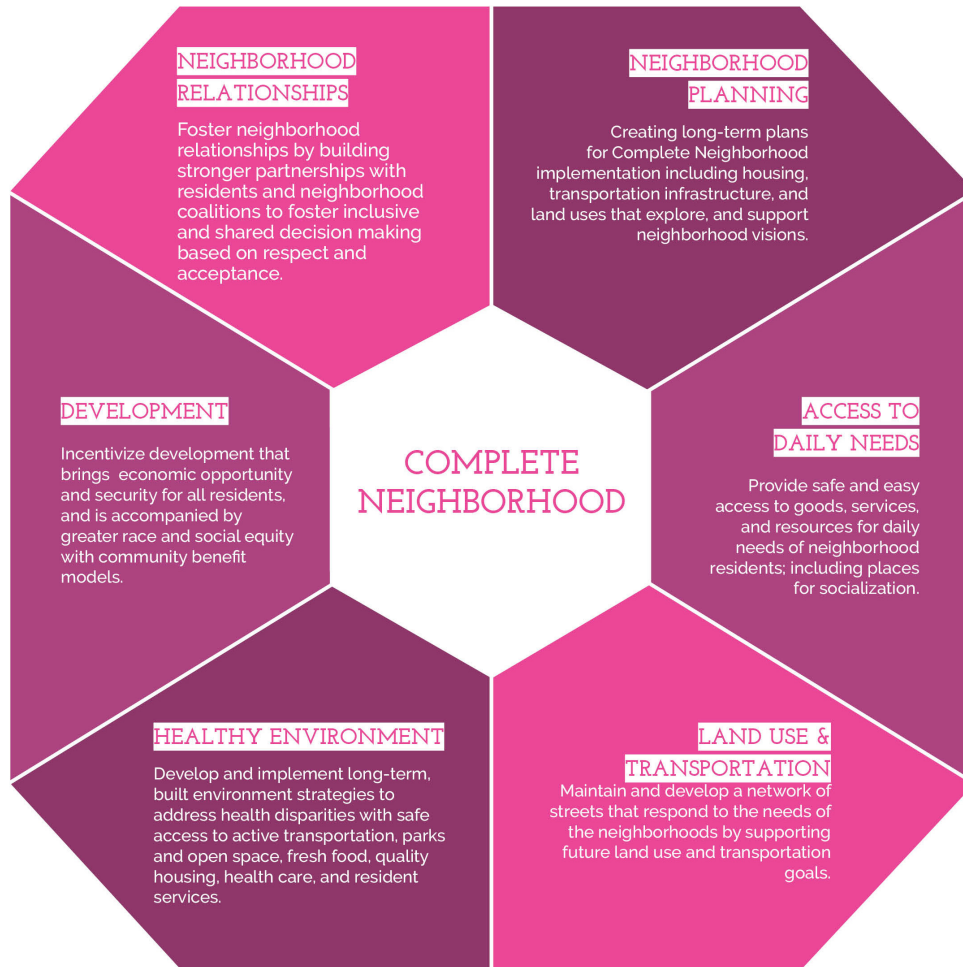
the process of Equity Mapping and monitoring neighborhoods for the effects of gentrification, income inequality, affordable housing, job creation, and development.

Protect and validate Fair Housing & Non-Discrimination Policies to comply with the letter and spirit of the nondiscrimination provisions of civil rights laws; Adherence The Federal Fair Housing Act in

manner that affirmatively furthers fair housing “AFFH” Section 808(e) (5); Americans with Disabilities Act; and Equal Access to Housing in HUD Programs – Regardless of Sexual Orientation or Gender Identity Final Rule (2012 Equal Access Rule), Elliott-Larsen Civil Rights Act (MI Act 453), Persons with Disabilities Civil Rights Act (MI Act 220); Michigan State Housing Development Authority’s Emergency Solutions Grant Fair Housing Policy Statement and City of Kalamazoo’s Fair Housing Policy Statement.

Strategic Goal: Complete Neighborhoods.

Figure 1



Complete Neighborhoods is a Strategic Vision Goal that focuses on raising up all Kalamazoo neighborhoods. It recognizes the critical link between land use and transportation and sets the stage for neighborhood planning efforts

2. Neighborhood Plans

Kalamazoo’s neighborhoods are diverse collection of people and history. During IK 2025, it became clear that in addition to common issues such as walkability, access to recreation opportunities, and desire to meet daily needs in each neighborhood was at a different. Each geography was at a different stage of development or had a unique focus. The Stuart neighborhood with its rich history, wanted to enhance its historic character through street design. The Northside neighborhood is focused on resident-

owned businesses and resident jobs, while infilling with single-family homes. The Milwood neighborhood wants to create a stronger identity and sense of community. The Vine Neighborhood was hoping to enliven the park with a skate park. Because of the specific nature of these requests, City staff quickly started to organize a neighborhood plan process.

Neighborhood Plans will allow residents to focus on issues important to their neighborhood, while also creating the



Each Kalamazoo neighborhood has a specific history and character. Neighborhood Plans will address the needs of each neighborhood individually. Photo credit:: Neal Conway

opportunity to achieve City-wide Strategic Vision and Master Plan goals. They can focus on as much or as little as the plan would like to cover. All plans will seek to be adopted into the 2025 Master Plan through the Planning Commission.

Neighborhood Plans will:

- Align with the Strategic Vision and Master Plan at the neighborhood scale.
- Develop individual strategies needed to achieve neighborhood completeness.
- Establish a unique neighborhood vision, goals, and actions for implementation.
- Establish relationships within the neighborhood to support implementation.
- Use IK 2025 input from residents as a place to start.



Neighborhood associations play an important role in the development and implementation of Neighborhood Plans.

Photo credit: Neal Conway

2.1 Developing the Plan

The development of Neighborhood Plans will be a collaborative effort between the City and each neighborhood. Engagement with residents, business owners, workers, community organizations, institutions, and neighborhood associations are key to the successful development and implementation.

These partners will work with the City to identify neighborhood priorities and set actionable goals.

2.2 Planning Process

The Neighborhood Plan process is outlined step by step (Figure 2). It includes information for neighborhoods with and without a current organization, for neighborhoods who are confirming existing plans, and those creating new ones.

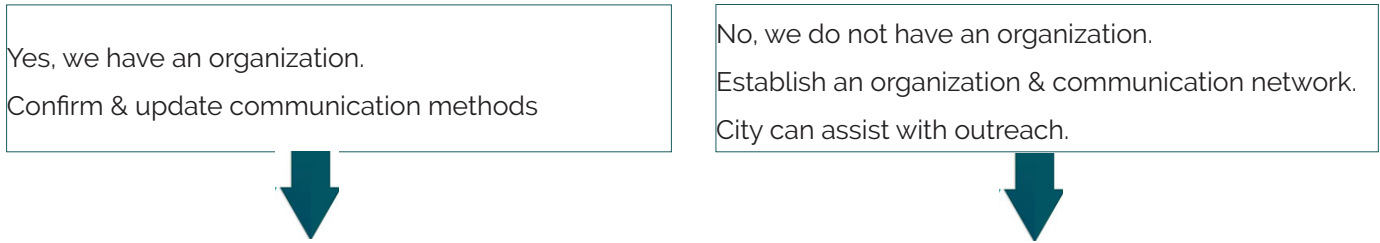
Step 1. Neighborhood Organization. To begin the planning process, a neighborhood must have an established organization. This can be formal as a 501c(3) organization or informal. The key is that the group represents the neighborhood as whole, has regular meetings, and an established method of communication through physical or online newsletters or flyers, email, and/or social media.

Step 2. Existing Plan. This step is an opportunity to review all existing planning documents related to the neighborhood. A good review will determine what is still relevant for the neighborhood, and how it aligns with the Strategic Vision & Master Plan.

Neighborhood Plan Process

Figure 2

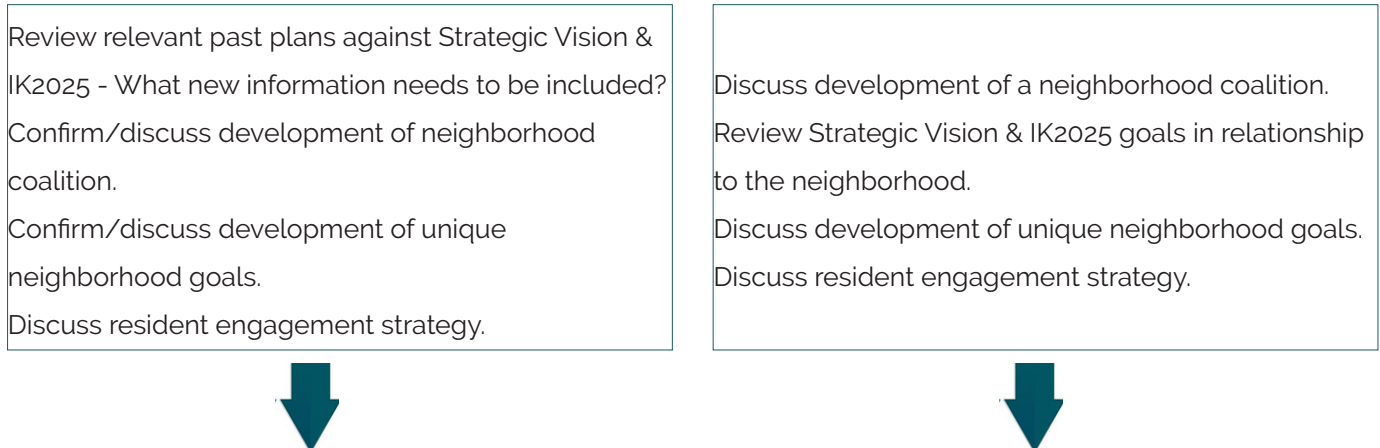
Step 1. Neighborhood Organization



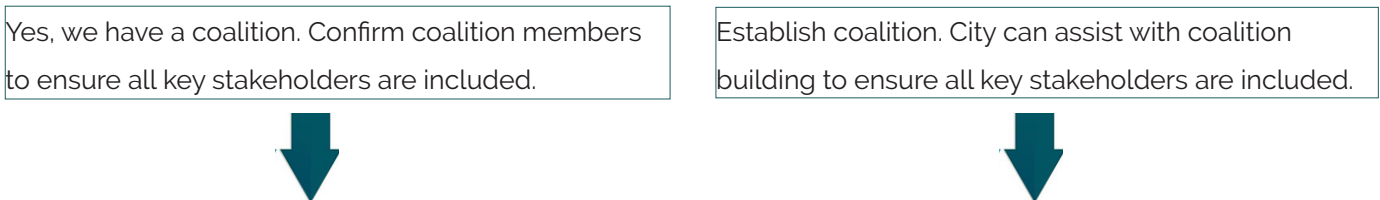
Step 2. Does your neighborhood already have a plan?



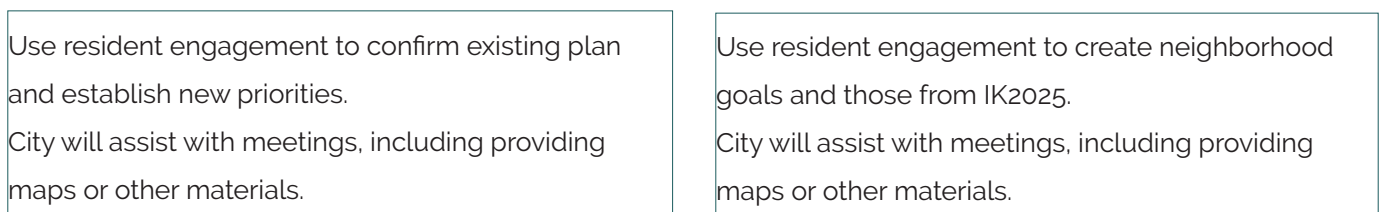
Step 3. Contact Planning Division to meet with Neighborhood Activator 269-337-8044



Step 4. Neighborhood Coalition



Step 5. Set Neighborhood Goals through Resident Engagement.



Step 6. Align Neighborhood Goals & Plan with Strategic Vision

| | SP | CC | IPP | ER | SC | YD | CN | SD | EV | GG |
|------------------------|-------------------|----------------|------------------------|------------------------------|----------------|-------------------|------------------------|----------------------------|-------------------|-----------------|
| Strategic Vision Goals | Shared Prosperity | Connected City | Inviting Public Places | Environmental Responsibility | Safe Community | Youth Development | Complete Neighborhoods | Strength Through Diversity | Economic Vitality | Good Governance |
| Neighborhood Plan | • | • | • | • | • | • | • | • | • | • |



Step 7. Prioritize & create S.M.A.R.T. goals and actions.

Use resident engagement to confirm existing plan and establish new priorities.
City will assist with document drafting.



Step 8. Confirm plan, goals, & actions with neighborhood.

Use resident engagement to confirm plan.



Step 9. Planning Commission to review the plan as Master Plan amendment.

City will assist neighborhood with Planning Commission review.

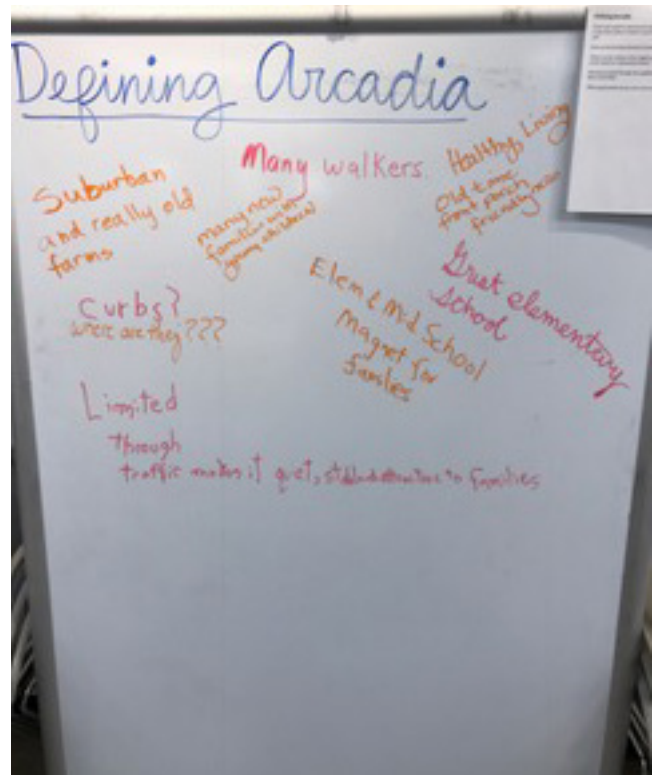
Step 3. Contact the Planning Division. The City will support all neighborhoods in their planning efforts. Checking in with Planning Division early in the process will allow the opportunity to start this partnership from the beginning of the process.

Step 4. Neighborhood Coalition. Neighborhood Plan development and successful implementation requires a support network. The coalition will be comprised of representatives of the neighborhood organization and City Staff. Community Planning and Development will serve as the lead City representative; other City Departments will be represented depending on the neighborhood's needs. The coalition will also include neighborhood partners representing a variety of interests such as businesses, schools, civic, church, and non-profits who work with and are located within the neighborhood.

Step 5. Set Neighborhood Goals through Engagement. The neighborhood outreach will build from IK2025 and include confirmation of this input, explore ideas further, and gather new ideas. The type and extent of engagement will vary by neighborhood and depend on if the neighborhood is working on an existing plan or creating a new one. At a minimum the engagement with neighborhood-wide meetings and regular communication through social media, email, or newsletters/flyers. The City can provide meeting materials and development of engagement activities. The outreach and contact process will be lead by the neighborhood.

Steps 6-7 Neighborhood Plan Development.

Neighborhood Plans have two key roles. First, they provide a neighborhood approach to implementing the City-wide goals outlined in the Strategic Vision and Master Plan. This includes creating a Connected City and realizing Complete Neighborhoods. Secondly, Neighborhood Plans also aim to achieve the unique vision and goals of the neighborhood. Implementation of the goals and actions will be clearly defined, much like the IK at Work Section of this document. Community Planning and Development (CP&D) staff will typically manage the drafting of the plan document for the neighborhood.



Working to define the Arcadia Neighborhood at a IK2025 meeting.

Step 8. Confirm Plan with Neighborhood. When the draft plan is completed, a presentation to the neighborhood should be held so that it can be confirmed by the neighborhood.

Step 9. Planning Commission Review.

Neighborhood Plans will be incorporated into the Master Plan through a Planning Commission hearing. The City will assist the neighborhood with this process.

2.3 Plan Implementation

Neighborhood Plans are to be action-oriented documents, with clearly implementable goals and actions. Once adopted into the Master Plan, the goals and actions can be realized in a variety of ways.

Zoning Ordinances. The Master Plan provides the vision, and the Zoning Ordinance provides the

detailed regulations relating to our built environment. Neighborhood Plans may require zoning updates to realize its vision.

City Policies & Plans. The Complete Street Policy and the Non-Motorized Plan will guide transportation projects in the City for all travel modes. Neighborhood Plans actions will be reviewed and implemented using these as guides.

Funding. Funding is key to implementing any plan. Priority actions from Neighborhood Plans can be considered for future City budgets and grants. For example, including projects in the City's Transportation Improvement Plan. The incorporation of the Neighborhood Plan into the Master Plan and its alignment with the City's Strategic Vision is seen favorably to many State and Federal grants that can provide additional support.

3. Complete Neighborhood

The concept of a Complete Neighborhood is not new. Prior to the dominance of the personal vehicle in the transportation network, cities and neighborhoods were developed to meet the needs of their residents on a small scale - a scale defined by the reasonable distance one could travel on foot. Daily-need goods and services such as school, church, food, apparel, pharmacy, pub, cafe, and barber/salon were developed in close proximity to residences.

The dominance of the personal vehicle allowed for larger scale development, spread out at a distance greater than could reasonably be traveled on-foot. Commercial and residential stopped being integrated into neighborhoods. In some cases, it was completely zoned out of neighborhoods. This new development pattern has had negative impacts across the United States and in Kalamazoo.

- Those who cannot drive due to age or disability and those who cannot afford a personal vehicle are left behind by this system.
- Obesity and diabetes rates have skyrocketed as personal activity levels have decreased.
- Greenhouse gas emissions from personal vehicles impact our climate and air quality.
- Communities are less cohesive, as residents travel farther from their neighborhood for work, shopping, and entertainment in personal vehicles or bus if available.

3.1 What Does it Mean to be Complete?

Cities across the country are defining what a Complete Neighborhood means for them. For example, Detroit's 20-Minute Neighborhoods initiative aims to provide residents with everything they need within a 20-minute walk or bike ride of their residence. Across the country, Portland, Oregon defines completeness as those neighborhoods where people have safe and convenient access to goods and services needed in daily life.

National organizations are also looking at Complete Neighborhoods. The United States Green Building Council (USGBC), which manages the Leadership in Energy and Environmental Design (LEED) green building rating system, also reviews neighborhood developments (ND). LEED-ND provides a rating based on the mix of commercial uses; form and design of all structures (storefront transparency and entrance location); housing options; access to recreation; and mobility, including transit service provided, existence of sidewalks, and bicycle facilities.

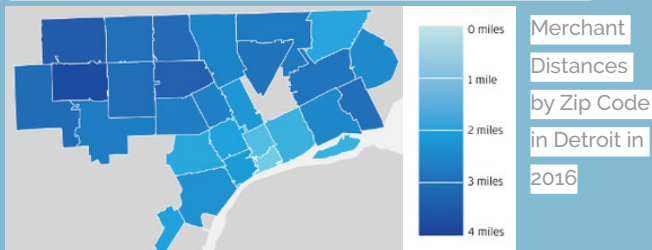
However defined, Complete Neighborhoods focuses on planning at the neighborhood level as a holistic, comprehensive approach. Complete Neighborhoods necessitates that land development and transportation planning merge to create the places envisioned by the community.

Best Practice: Complete Neighborhoods

Detroit, Michigan

Detroit has commitment to developing 20-minute neighborhoods. Since then, over \$10 billion has been invested into and more than 16,000 jobs have been created. In 2016, residents were still making 71.6 percent of their transactions outside of the 20-minute neighborhood range; that distance has been decreasing since 2013. The walkable, dense development of the 20-minute neighborhood initiative has drawn new residents—particularly young people—downtown.

Source: JP Morgan Chase Institute. March 2017. "Going the Distance: Big Data on Resident Access to Everyday Goods."



Neighborhood Development Rating System.

Leadership in Energy & Environmental Design for Neighborhood Development (LEED-ND) is a system for neighborhood design that promotes sustainable development practices. It focuses around three key strategies:

- Smart Location and Linkage (where to build - eg. development on grayfield sites)
- Neighborhood Pattern and Design (what to build - eg. green space within 1/4 mile of all residences)
- Green Infrastructure and Buildings (how to manage development - eg. planting and preservation of urban trees)

The LEED-ND rating system informs the framework for Complete Neighborhoods in Kalamazoo.

Source: US Green Building Council

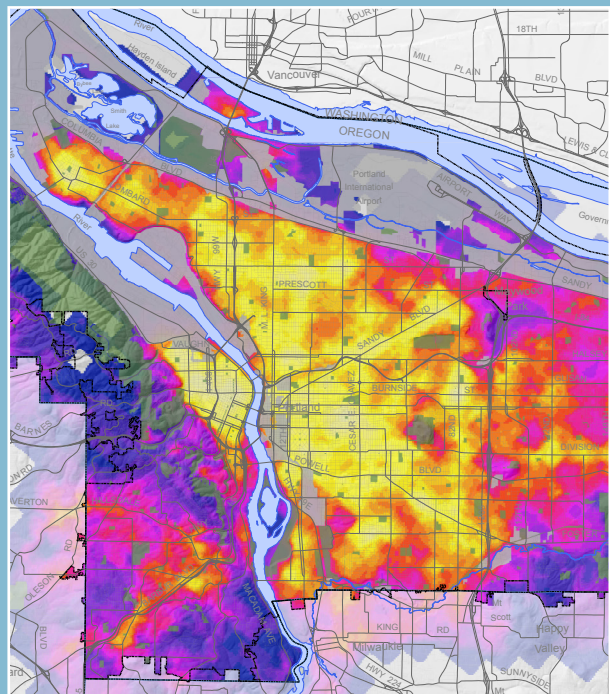
Portland, Oregon

Assessment of Complete Neighborhoods promotes dense, walkable, convenient, diverse, vibrant, and beautiful cities, where residents can access all daily needs with only a short walk or bicycle ride. Completeness ratings consider both the accessibility of goods and services and the quality of the pedestrian environment.

The Portland Plan measures a neighborhood's completeness based on the percent of the population that live within the following:

- 1/2 mile of grocery store
- 1/2 mile of a park
- 3 miles of a full-service community center
- 1/2 mile of elementary school
- 1/4 mile of frequent transit

Portland aims to have 80% of its neighborhoods meet these criteria by 2030.



Heat map of neighborhood completeness in Portland

Source: The Portland Plan. April 2012. www.pdxplan.com

3.2 Defining Complete for Kalamazoo

What does a Complete Neighborhood look like in Kalamazoo? Considering IK 2025 feedback, seven criteria stand out as elements of Kalamazoo's definition:

- Ability to meet daily needs
- Access to parks and open space
- Walkability
- Access to transit and bicycle networks.
- Access to food
- Access to multiple housing opportunities
- Neighborhood schools

To measure neighborhood completeness, these seven criteria will be used to study Kalamazoo's neighborhoods. Understanding that Kalamazoo is a built City, with neighborhoods of different sizes and different mix of uses (residential, commercial, industrial, etc.), the study area will be slightly larger than the neighborhood itself. The study area will be the neighborhood plus an area of a half mile in all directions from the neighborhood's perimeter. A half mile is about a ten minute walk.

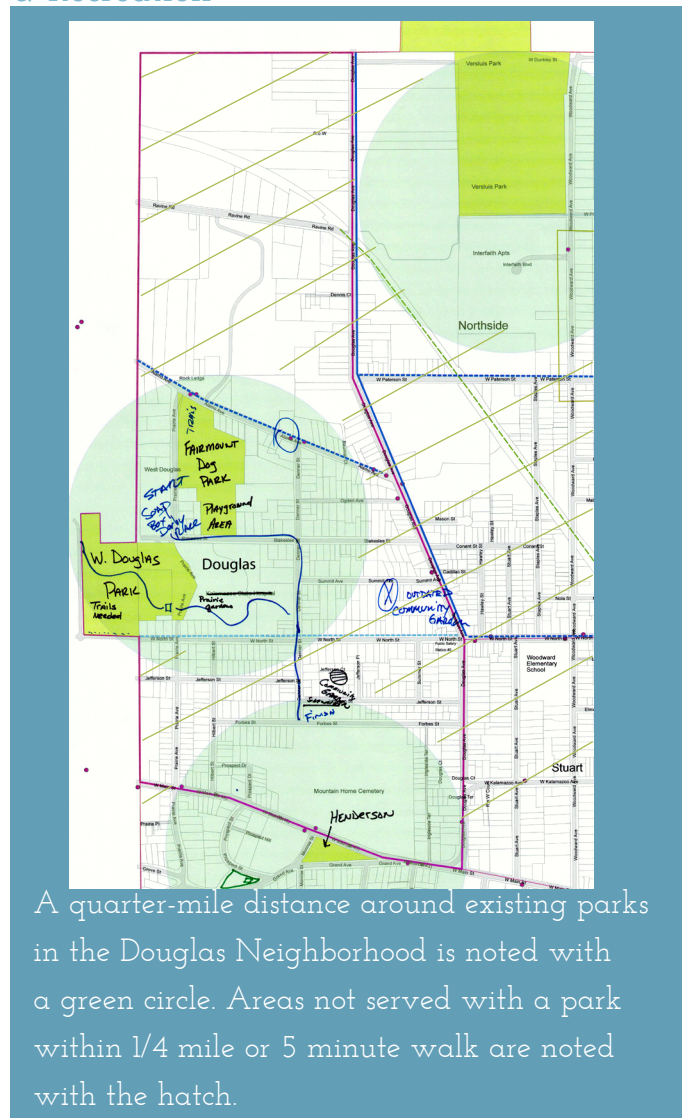
Ability to Meet Daily Needs. Kalamazoo residents desire the ability to safely meet their daily needs within their neighborhoods. This includes access to shopping, neighborhood gathering space, and basic services. This criteria requires that a neighborhood have access to a minimum number of different stores.

Access to Parks and Open Space. Safe and convenient access to parks and recreation amenities was a frequent desire noted during IK 2025. At

neighborhood meetings during the Design It Phase, IK participants considered the quantity, size, design, and placement of parks and open space in their neighborhood. Through this discussion came the metric for access to parks and open space. A resident has access if they live a 1/4 mile or about a 5 minute walk from it. (Figure 3)

Gaps in Access to Parks & Recreation

Figure 3



A secondary element of this criteria is how are residents are being served. Understanding that the recreation needs for residents differ, this considers how many park facilities (playground, courts, passive green space, trails, etc.) are within the neighborhood.

Walkable Neighborhoods. A complete sidewalk network is critical to allowing residents to safely move through the neighborhood on foot. TO be considered complete, a complete sidewalk network must exist on at least one side of every street. Sidewalks must be American Disabilities Act (ADA) compliant both in width and at street crossings.

Access to transit and bicycle networks. Access to multiple transportation networks increases mobility options for all residents. A Complete Neighborhood will offer transportation options beyond a personal vehicle and will take the first and last miles of a transit journey, which are often done on foot or by bicycle, into consideration. To be considered complete, a neighborhood must have access to at least one transit route, defined by stops located within the neighborhood and one bicycle route (signed and/or with on-street improvements).

A secondary element to this criteria is the frequency of transit stops and the destinations. Like the second criteria for access to parks and recreation, this looks beyond if residents are being served to consider how residents are served.

Access to food. Access to food takes meeting daily needs a step further to focus on fresh food sources



Transit and bicycle infrastructure must work together.

Photo credit: Neal Conway



The Kalamazoo Farmers' Market provides fresh food options for residents year round.. Photo credit: Neal Conway

within each neighborhood. To meet this criteria, a neighborhood must have access to affordable food stores with fresh fruits and vegetables, a year-round farmers' markets, or year-round ability to grow food.

Multiple Housing Opportunities. Multiple housing types within a neighborhood can facilitate a wider range of size, age, and income households living within a geographic area. This lends itself to the creation of a socially robust community and the ability to “age in place,” or live in a neighborhood through the various stages of one’s life. This criteria will require the existence of multiple types of housing, such as small single family homes, single family homes, duplexes (2 attached units), row/town houses (three or more attached units), and buildings with multiple units.

Neighborhood Schools. A school can serve as the social center of a neighborhood. The ability of youth to walk or bicycle to school would cut down on both personal household and school district transportation costs, and would positively impact physical health. To meet this criteria, a neighborhood must have a public elementary school with a district boundary that includes the whole neighborhood or have a school building that serves the neighborhood as a meeting or activity center.

4.3 Benefits of Complete Neighborhoods

Achieving Complete Neighborhoods in Kalamazoo can impact the quality life of Kalamazoo residents.



Photo credit: Neal Conway



Source: Zuniga Architecture



Source: Google Maps



Source: Google Maps

Examples of single-family, attached, and low-rise apartment housing types that are appropriate in many Kalamazoo neighborhoods.

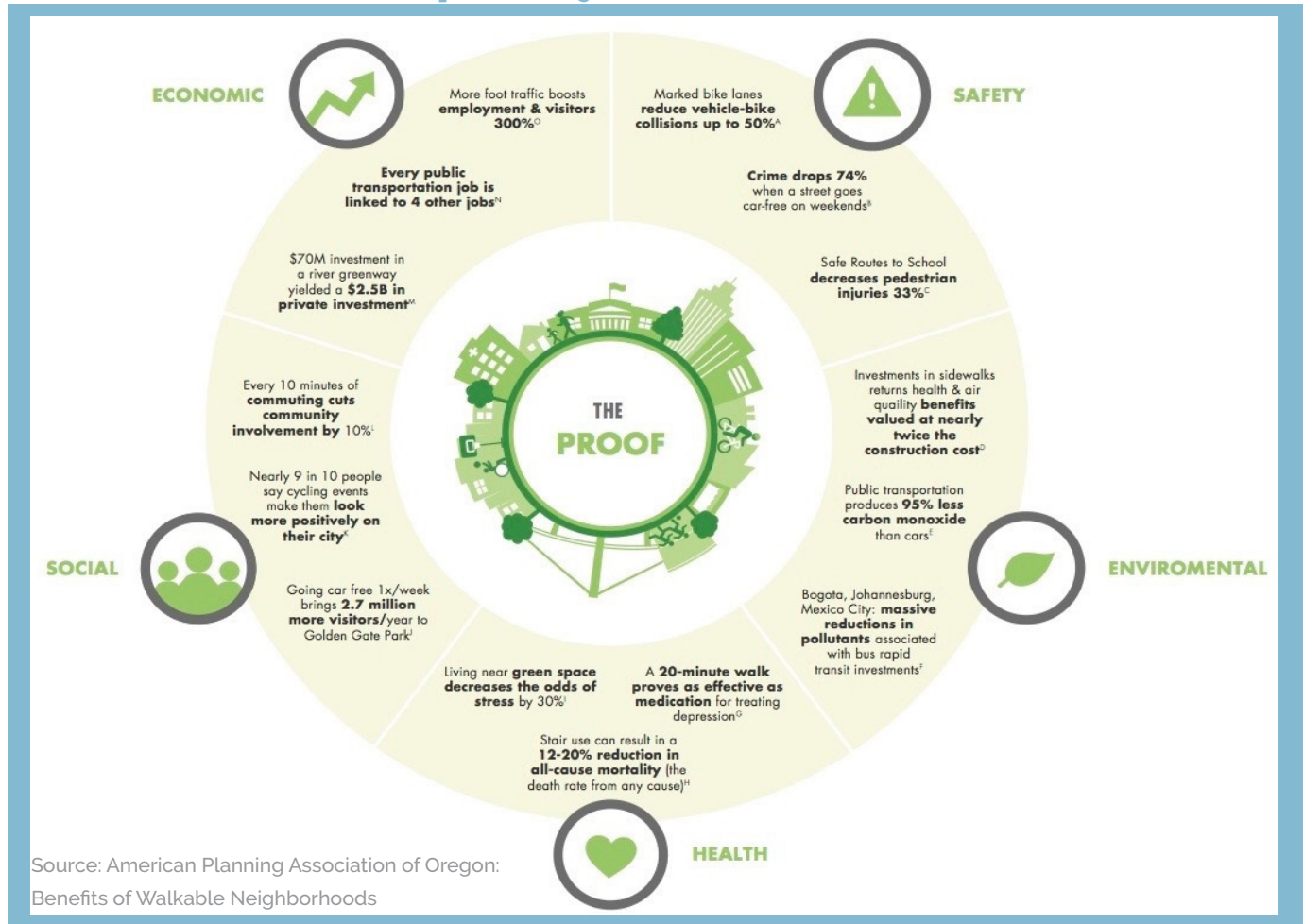
Mobility. Complete Neighborhoods have multiple transportation options - walking, bicycling, transit, and personal vehicles. This ensures that no one is left out of mobility access, and can also reduce household expenses for transportation.

Healthier Lifestyles. Complete Neighborhoods can lead to more active lifestyles with the location of shopping, school, or work within walking distance of residences. If access to food is incorporated into Kalamazoo's definition, achieving Complete

Neighborhoods can help eliminate food deserts and can increase access to fresh food, including produce.

Access to Fresh Food. Increasing local food production through community and personal gardens and farmers' markets has multiple benefits. In addition to increasing access to fresh food, local growing can boost Kalamazoo's economy and support local business. Cooperative efforts such as community gardens can improve the social fabric of neighborhoods.

Best Practice: Benefits of Complete Neighborhoods



Increased Daily Convenience. Reducing travel times to shopping, school, and work and increasing mode of travel choices makes everyday life easier for residents regardless of age, level of mobility, or access to a personal vehicle.

Reduced Emissions. According to the Climate Action Plan, transportation makes up nearly a 1/3 of the greenhouse gas emissions in Kalamazoo. A reduction of the vehicle miles traveled by personal automobiles will reduce these emissions. Vehicle miles can be reduced by providing access to daily needs within neighborhoods, improving the pedestrian, bicycle, and transit transportation network, promoting neighborhood schools, and increasing local job opportunities.

Sense of Community. Increasing access to gathering places; encouraging a greater variety of household types; improving street design, streetscape, and vacant land planning policies; and increasing walkability in a neighborhood will positively impact the sense of community.

Improved Economic Vitality. A focus on neighborhood businesses and employment - including the development of new business incubators and marketing strategies - will boost Kalamazoo's economic vitality and diversity.

Shared Prosperity. Complete Neighborhoods offer a greater variety of choices for housing and transportation, opening possibilities to a greater number of Kalamazoo residents and increasing

residents' ability to age in place. Access to jobs and daily needs within neighborhoods reduces the need for long-distance travel.

3.4 Complete Neighborhood Strategy

Achieving Complete Neighborhoods is a Strategic Goal for the City. Realizing Complete Neighborhoods will require alignment with other City Plans, consideration of the criteria by City Departments in their daily work, and working with partner organizations, such as Metro Transit.

Plan Alignment. Realizing Complete Neighborhoods will require alignment with other City plans, such as the Parks and Recreation Plan and the Housing and Urban Development (HUD) Consolidated Plan. As these plans are updated to incorporate IK 2025 input, they will include policies, goals, and activities that will also support achieving Complete Neighborhoods.

Another planning tool to support Complete Neighborhoods are Neighborhood Plans. These will be instrumental in developing strategies for how individual neighborhoods in the City can meet the criteria. Neighborhood Plans also offer the opportunity for neighborhoods to include additional criteria based on neighborhood needs and goals. Examples of these could include access to health care and access to employment opportunities.

City Department Work. Everyday decisions made by City staff can impact realizing Complete Neighborhoods in Kalamazoo.

Economic Development. Economic Development staff can assist and guide businesses as they look for a location keeping such criteria as access to daily needs and fresh food in mind.

Public Services. In reviewing projects and budgets, Public Service can impact the transportation related criteria of walkability and access to transit and bicycle routes.

Community Development. Community Development staff work regularly with organizations that focus on housing development in Kalamazoo. Understanding where a need exists for additional housing types can help shape housing conversations.

Planning. The Planning Division's work impacts most of the Complete Neighborhood criteria. Their work to create Neighborhood Plans will shape how each neighborhood is able to meet the Complete Neighborhood criteria.

Partners. The City does not work alone. Achieving Complete Neighborhoods in Kalamazoo will be a collaborative effort with area organizations whose work focuses on key components of the criteria such as transit, schools, and housing.

Best Practice: Livable Communities for Seniors

One in three Americans is age 50 or older

Is your community a great place for people of all ages?

By 2030, one out of every five people in the U.S. will be 65+

Will your community be ready?

Visit us often at AARP.org/livable
Information and inspiration for local leaders



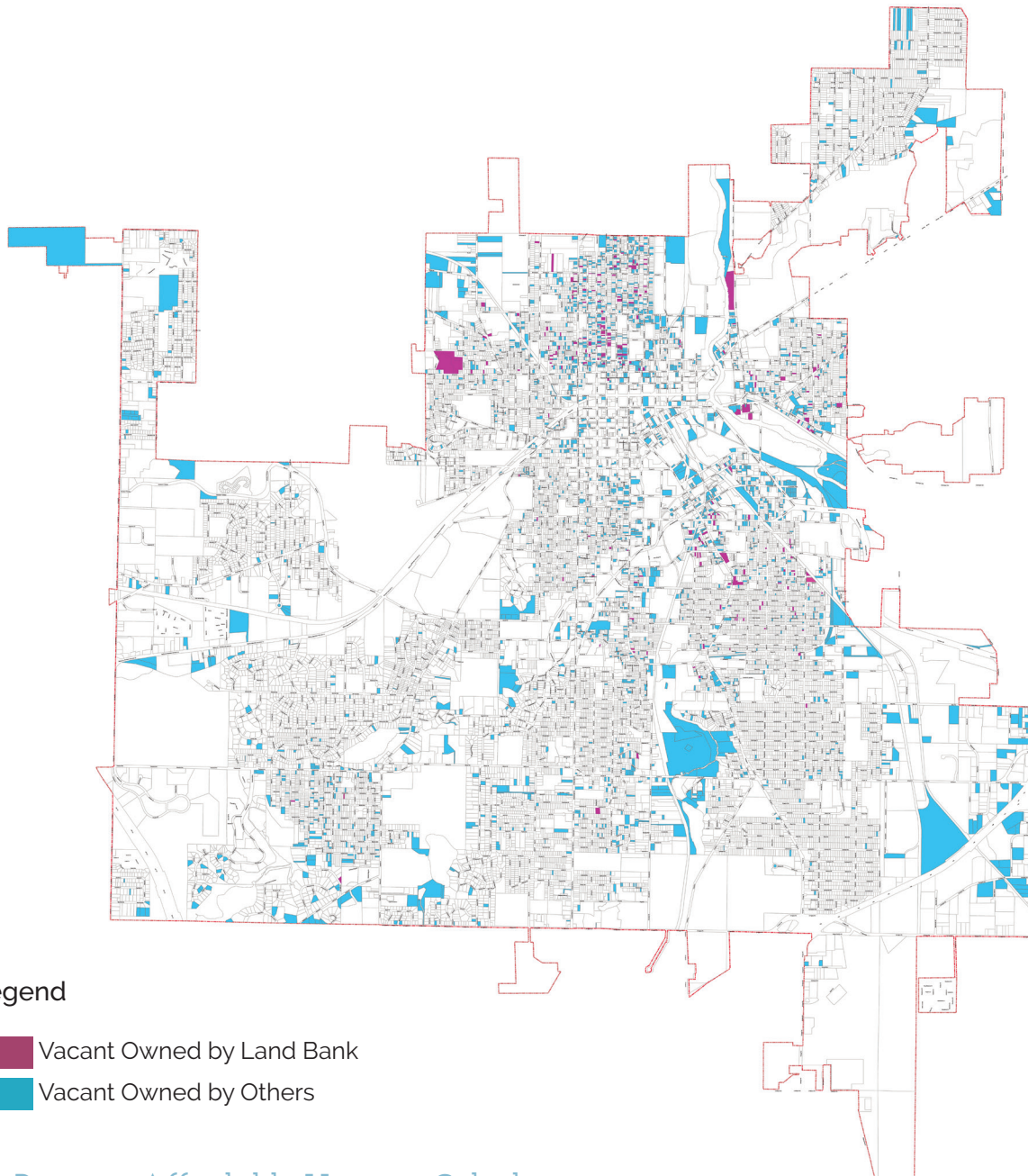
Livable Communities for Seniors.

A livable community is one that has affordable and appropriate housing, supportive community features, and services and adequate mobility options, which together facilitate personal independence and the engagement of residents in civic and social life.

AARP The Journal - <http://journal.aarpinternational.org/explore-by-topic/infographics/the-livable-community>

Vacant Properties Map

Figure 4



Legend

- Vacant Owned by Land Bank
- Vacant Owned by Others

Best Practice: Affordable Housing Calculations

Kalamazoo Attainable Housing: By the Numbers:

Housing and Urban Development (HUD) defines affordable housing as 30% or less of monthly income. In Kalamazoo this means:

A household earning \$10/hr or \$1,733/month needs rent of \$519 or less to be attainable

HUD determined affordable rent in Kalamazoo based on average monthly income (AMI) for a 2 bedroom unit is \$782, which would be 45% of monthly income for this household.

4. Housing Strategy

By 2025 heard many comments on housing issues in Kalamazoo. Five common comments given are:

- A desire for an increase in the quantity of attainable housing units throughout our neighborhoods
- A desire for an increase in the quantity of different housing types throughout our neighborhoods
- A desire for resources (skills and funds) to rehabilitate homes, including for weatherization
- Concerns with gentrification and change in property values (both an increase and decrease)

Concerns with blight and vacant lots within residential neighborhoods.

4.1 Support of Future Plans

To best manage these issues and concerns, a focused housing strategy is required for Kalamazoo. At a minimum, the housing strategy should address these 2025 comments. Through the update of the Housing and Urban Development (HUD) Consolidated Plan and the new Shared Prosperity in Kalamazoo (SPK) Plan these and many other housing goals and actions will be developed to put Kalamazoo on a path to ensure all residents have access to attainable housing. The Master Plan can set these efforts up for success through goals and actions related to the built environment.

Zoning Ordinance Update. As detailed in a later section, the Master Plan is recommending many updates to the Kalamazoo Zoning Ordinance. To specifically support efforts to increase the quantity of attainable housing and the quantity of different housing types throughout all neighborhoods, the following changes are recommended:

- Create Zoning Districts that allow for more than one housing type.
- Remove restrictions such as minimum lot and unit size.
- Allow the development of accessory dwelling units (ADUs) by right.
- Update Zoning Map to locate housing throughout the City using both the existing neighborhood context, access to daily needs, and in areas with multiple transportation options.

Neighborhood Plans & Complete Neighborhood

Strategy. The existence of multiple housing options within a neighborhood is one of the Complete Neighborhood criteria. Neighborhood Plans will be influential in determining the types of housing needed by neighborhood residents and location options within each neighborhood to maximize access to other neighborhood amenities. This is increasingly important for the growing number of seniors within our community, as well as those who wish to remain in their neighborhood, but in a smaller home.

Vacant Land Strategy. Many vacant lots exist in Kalamazoo. The City of Kalamazoo and the Kalamazoo County Land Bank, responsible for 350 lots, will be working to create a strategy for the reuse focusing on the needs of the neighborhood. All housing types appropriate for the area's context can be considered for affordable housing infill, including duplexes and accessory dwelling units. Simple neighborhood houses can easily blend with the existing single family context of many Kalamazoo neighborhoods. (Figure 4)

5. Zoning as a Strength

In the state of Michigan, having a Zoning Ordinance necessitates the creation of a Master Plan. The intent is that the Zoning Ordinance reflects the vision and goals of the Master Plan and includes regulations that achieve them. Accordingly, to achieve the Citywide vision and goals established in this document, the City Zoning Ordinance will need to be updated.

5.1 Form v. Use

Traditional zoning focuses on the use of a lot, with a few basic parameters for a structure's setback and height. These strategies were born out of historic concerns for lack of light and air and overall safety and welfare; not as tools to support active, vibrant areas. As personal vehicles began to dominate the transportation network, new development was planned with their ability to allow long-distance travel in mind. The result, seen around the country more broadly, has been not only detrimental to a location's sense of community, the environment, ability to travel

without a car, and our personal health, they are also not aesthetically pleasing or attractive to future development if they fail.

Zoning can facilitate implementation of the goals from IK 2025, including a Connected City, Inviting Public Places, and Complete Neighborhoods, but only if it takes a different approach. Future zoning regulations will focus on the form of buildings and their placement in relation to the street and adjacent buildings first and foremost. Uses are still managed, but are no longer the primary sorting tool. This is known as form-based zoning.

Form-based zoning regulations typically include the following types and regulations.

- **Build to line or zone.** This allows the City to better control building placement. Placing buildings close to the front property line improves access by transit riders, pedestrian, and bicyclists.



Blank facades and oversized parking lots lack aesthetic appeal and sense of place. Source: Google Maps

Best Practice: Elements of Walkable Urban Areas



Examples of building elements that can be incorporated into a form-based code to support walkable urban areas.

- **Maximum coverage of the lot width at the front property line.** In commercial areas, this standard can prevent gaps between buildings which impacts a shopper’s interest in a street or block.
- **Location of entrances on front and corner facing facades.** This ensures easy access for those traveling by transit, on foot, or bicycle.
- **Minimum level of transparency (windows, storefronts) on front and corner facing facades.** Active retail areas require high levels of transparency in buildings to allow potential shoppers to see in.
- **Height,** often in feet and not in total stories and typically has both a minimum and maximum

height. Setting minimum and maximum heights allows the City to determine where mixed-use buildings are appropriate.

5.2 Importance of Context

The relationship between buildings and the street is an important element of form-based zoning. Regulations take existing or desired context in mind to facilitate the realization of the area’s vision. This prevents, for example, residential development on high speed, high traffic count streets - or in an infill situation, a building that is set back significantly further than those around it. It also helps to create inviting places by viewing streets as an integral part of a place.

Best Practice: Elements of Walkable Urban Areas



Examples of building elements that can be incorporated into a form-based code to support walkable urban areas.

Zoning maps in form-based codes lay out zoning districts that regulate building form, placement, and use, and also designate street types. This format is being implemented in the Future Land Development Plan. Like zoning districts, the street types have associated standards for such details as vehicular lane widths, pedestrian infrastructure, and streetscape. These guide both public and private street development and improvements.

5.3 Removing Barriers

Zoning regulations dictate how land is developed and used. If they are out of step with a City's vision, the regulations can be an obstacle, making use of a lot, rehabilitation of a structure, or new construction difficult to impossible. In many Kalamazoo neighborhoods, zoning is that obstacle - but it does not need to remain one. Future Zoning Ordinance updates will need to reflect both the Citywide vision and correct current barriers within neighborhoods

5.4 Uses

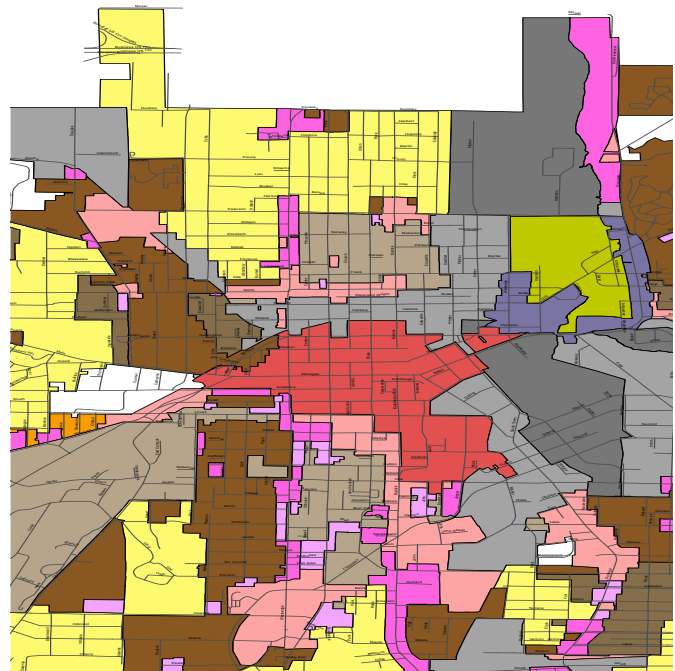
The list of permitted uses will be reviewed and updated to expand options and facilitate starting new businesses.

Some of the changes will include:

- Incubator or shared space opportunities and craftsman or maker-spaces
- Office uses in all commercial districts
- Residential uses in all commercial districts
- Distilleries and brewery uses
- Bed & breakfast and short term lodging
- Home occupations - permitted list, signage.



It is important to consider existing development patterns in neighborhoods. The Edison neighborhood, for example, is primarily zoned RD-5, RD-19, and RM-15 with required minimum lot widths of 40' or 60'. The existing average lot widths, however, range from 20' to 70', with the majority in the 30'-40' range.



The Industrial zoning (gray) to the north and east of Downtown no longer reflects the vision or the existing development in those areas.

5.5 Parking

Parking requirements need to match the scale of development, both in quantity required and location.

Quantity. Commercial uses in Nodes that focus on the adjacent residences require less parking than those that serve multiple neighborhoods, or the greater City. Residences near transit-served, mixed-use commercial areas need a different requirement than those in other locations. Parking, like many other zoning requirements, is not a one-size-fits-all solution. Context and character, in addition to the traditional considerations of size or quantity of customers, are important. Zoning updates should consider on-street parking and shared spaces in the parking requirements. Overnight on-street parking regulations should be reviewed to determine if the overnight restrictions are necessary.

Location: On-street. On-street parking was a frequent discussion at IK 2025 neighborhood meetings. Over-signage, confusing signage, and too many



Screening of a surface parking lot adjacent to the street.
Photo credit: Christina Anderson

“(We need more) connectivity between neighborhoods and downtown and around downtown without using a car—transit loop, bike share, bike racks, wayfinding, etc.”
- Kalamazoo Resident

restrictions were common complaints heard in many neighborhoods. Adjustments to existing on-street parking will vary by neighborhood. When evaluating potential changes, it is important to consider the age of the neighborhood; lot character, including driveway and garage sizes; adjacent land uses; and neighborhood needs. Resident parking permits, streamlined signage, and adjusted time restrictions should be considered on a neighborhood-by-neighborhood basis. This can be addressed in the Neighborhood Plan and through the cooperative efforts of the neighborhood with the City.

Location: Surface Lots. Surface lots, especially in commercial and neighborhood Nodes, should be designed and located to minimize appearance and interruption to the character of the area. Lots should not be located on corners and should be screened with fencing and landscaping whenever located adjacent to a street or residential development

5.6 Commercial & Neighborhood Nodes.

The Future Land Development Map designates Commercial and Neighborhood Nodes. Nodes are concentrated areas of commercial and mixed use development intended to be walkable urban

environments. Besides the development parameters typically associated with commercial, Nodes have additional development requirements, both for the lot and the adjacent street to achieve inviting, vibrant places that can be accessed by all modes of transportation.

Best Practice: Transit-Oriented Development

Transit-oriented development (TOD).

TOD is a land use and development approach that prioritizes transit. The National League of Cities - Sustainable Cities Institute defines the principles of TOD as such:

- Focus on mixed-use development
- Moderate to high density
- Pedestrian orientation/connectivity
- Transportation choices
- Reduced parking
- High-quality design

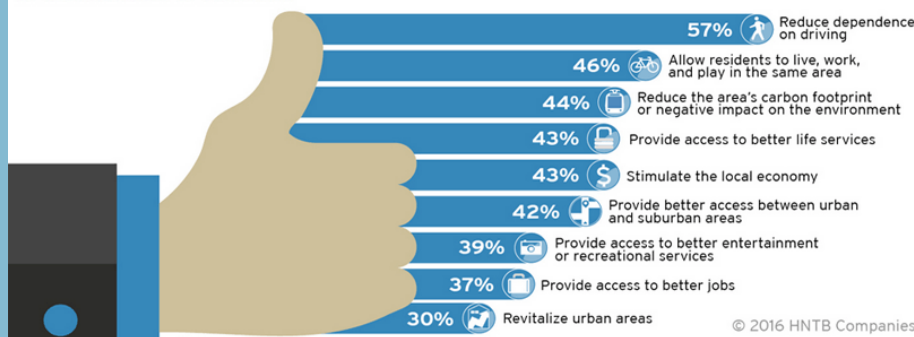
While the density required to support transit service is dependent on many factors, research suggests that 7 residential units, or 20-30 persons, per acre can provide for a 30-minute bus service.

Transit-oriented development can address environmental concerns, road congestion, increasing demand for urban living, and shrinking household sizes.

Sources: Reconnecting America. "Featured Topic: Transit Supportive Density." National League of Cities - Sustainable Cities Institute. "Transit-Oriented Development."

BENEFITS OF TRANSIT ORIENTED DEVELOPMENT

Americans believe transit oriented development provides an array of benefits ranging from lifestyle to environmental to economic.



Source: HNTB Companies
www.indymidtownmagazine.com

Zoning Districts. Nodes are inviting, vibrant places with access by all modes of transportation. The Zoning Map will need to be updated with zoning districts that reflect the appropriate scale, uses, and lot layout parameters for these areas.

Structures. Development at Nodes should reflect the vision for that area, as developed by neighborhood input. This could be it mirroring the existing character of the surrounding neighborhood or something new. The scale of the Node - whether it is designated neighborhood or commercial in the Future Land Development Plan - should also be taken into consideration.

Required elements critical to the success of a Node as a walkable urban environment include:

- Entrances located on the street-facing facades or sides of buildings
- Transparent windows along the street facing facades
- Construction of buildings at or near the front property line, especially on corner lots
- Signage appropriate to an urban Node, including projecting signs and sandwich board signs.
- Parking located in rear or side of lots
- Consideration of on-street and shared spaces in parking requirements

Streets. Nodes occur on a variety of street types. At the Node, regardless of the designated street type,

additional consideration for mobility by all modes must be given. This includes:

- Location of transit stop(s)
- Bicycle parking
- Streetscape, such as trees and way-finding signage and street furniture
- Sidewalk width
- Crosswalk, including special markings or mid-block crossings as necessary
- Management of driveway access to parking or loading areas to minimize conflicts with pedestrians

5.7 Sustainable Zoning

The Zoning Ordinance can guide sustainable development practices through out the City. Future Zoning Ordinance updates should include the following.

Stormwater Management. need to expand the consideration of stormwater management beyond setting a maximum lot coverage requirement. Roof top gardens, rainwater gardens, pervious and semi-pervious surface materials, graywater systems, and innovative in-street methods should all be studied for implementation.

Energy. Use of solar panels and wind turbines are permitted in the current Zoning Ordinance. Updates can expand their use and provide ideal parameters for installation on both previously developed and undeveloped sites, such as building orientation or roof pitch ideal for solar installations.

Landscape. Updates to the landscape requirements

should focus on native species and those compatible with native species. Guidance on edible landscapes, particularly usage of fruit trees in public or shared spaces should be detailed.

Walkable Urban Environments. Walkable urban environments are inherently sustainable. By making other modes of transportation available and easily accessible, personal vehicle trips can be reduced.



Innovative stormwater management.



Rain garden planning. Photo credit Kalamazoo Nature Center

6. Preserving Kalamazoo

Kalamazoo has five Local Historic Districts, which includes over 2000 homes and businesses, and nine individual historic structures. These protected areas have preserved Kalamazoo's character and heritage for current residents and, moving forward, will continue to tell Kalamazoo's story.

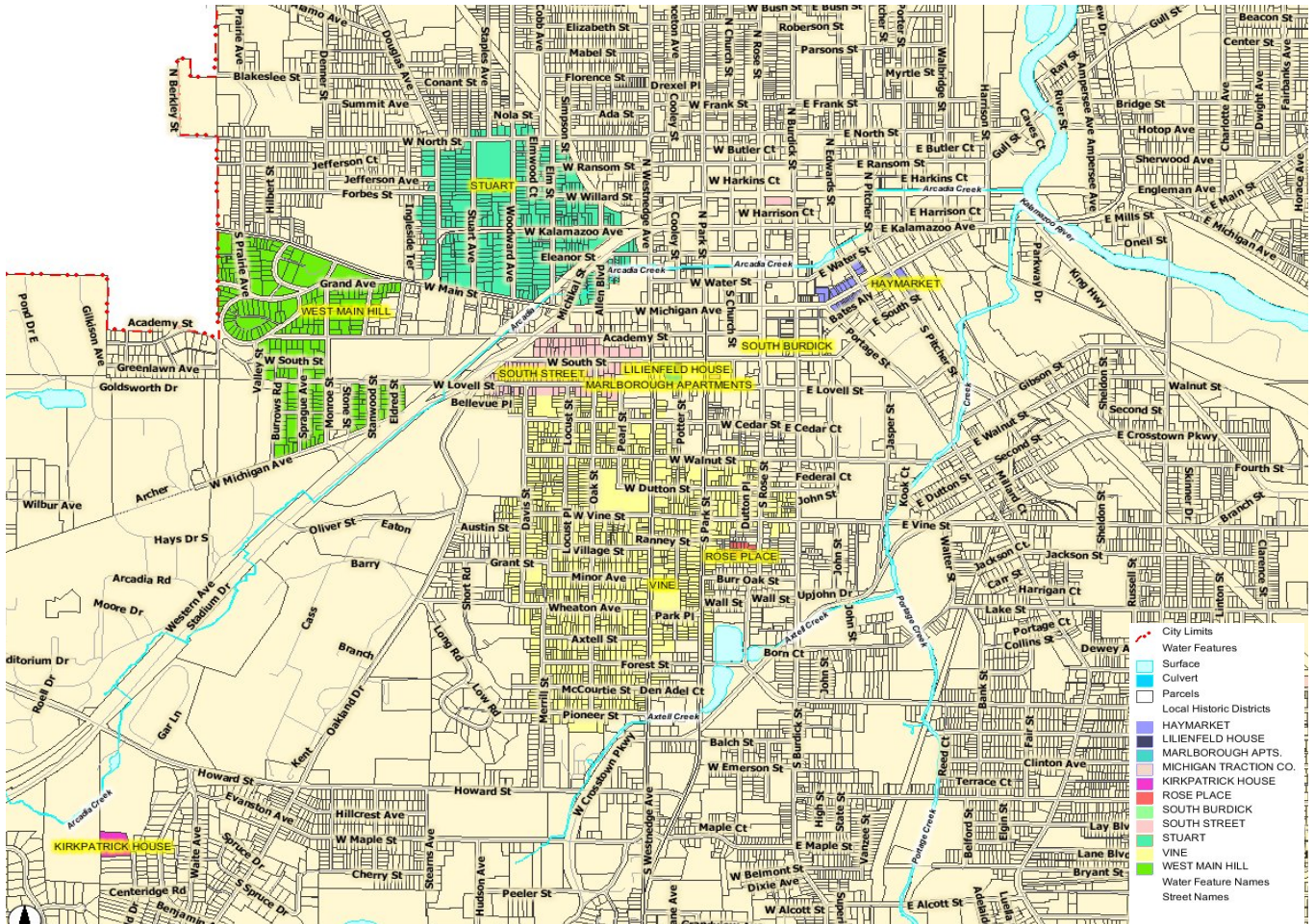
Not all residents nor all visitors are aware of Kalamazoo's unique history. They are not aware of the Local Districts' boundaries and locations, the histories behind the designations, or the rules that govern their management. Education and awareness will allow Kalamazoo to capitalize on these unique assets to serve residents - current and future - attract new visitors, and better preserve the city's heritage.

6.1 Enhancing Existing Districts.

Physically marking both the Local and National Register Districts and structures locations is critical to enhancing Kalamazoo's historic places. This can be done in many ways, including adding signs at key points of entry, banners on light posts, or simply painted curbs and crosswalks. Each District should be branded in a way that is appropriate for its history. Collaborating with residents and area students to research and design the signage will engage citizens in the history of their City and could reduce infrastructure costs.

Special events such as tours increase the exposure within the City and region and can engage residents of historic districts. Tours can be run by historic experts or the residents of the District, which has the added benefit of increasing local knowledge of the

Kalamazoo's Historic Crescent



Map of Kalamazoo's Historic Crescent



House in the Stuart Historic District. Photo credit: Sharon Ferraro



Properties in the Vine Historic District. Photo credit: Sharon Ferraro

community. The City of Kalamazoo has seen success with programs like "If This House Could Talk," in which yards signs provide a brief history of a structure or district. The collection of signs creates a self-guided walking tour.

6.2 Managing Historic Buildings & Resources.

Historic buildings and resources, particularly those constructed prior to the mi-20th century, can have a different set of "best practices" for maintenance and repair. To facilitate the maintenance of the City's 2000+ historic structures, and to make the choice of owning a historic property easier, resources to assist owners with maintenance and renovations should be made more readily available. Providing assistance allows property owners to make an informed choice, whether they undertake a project themselves or choose to contract out the work. The reality is that many historic home maintenance projects can be done economically by the property owner, but are deferred or ignored due to a perception of expense and difficulty. Together, the City and the many local organizations, including the Old House Network, Community Home Works, and the Kalamazoo Land Bank, can establish regular classes and hands-on workshops to provide residents with the tools that they need to manage their structure.

Historical Survey. As Kalamazoo's structures continue to age, additional structures or areas might be eligible and appropriate for local historic designation. Regular study of Kalamazoo structures and neighborhoods



Henderson Castle in the West Main Hill Historic District.
Photo credit: Sharon Ferraro



"If This House Could Talk" encouraged residents to explore the history of their own houses. The project was promoted through yard signs like the one above. Photo credit: Sharon Ferraro

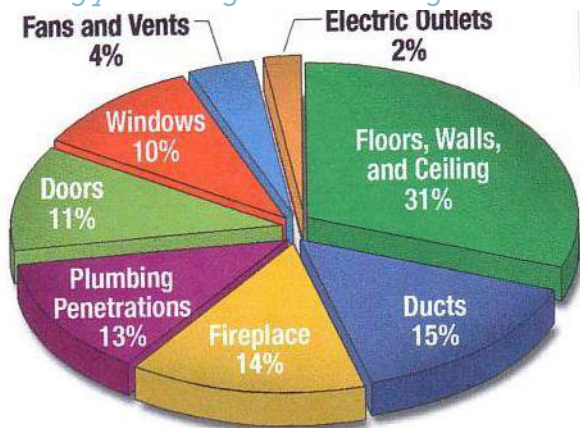
“The U.S. Department of Energy states that windows account for only 10% of air infiltration, while floors, walls, and ceilings account for over 30%. Insulation in floors and attics can offset the minimal energy loss in windows. The primary culprit for energy loss in windows is air infiltration around the perimeter of the frame and the movable sash. Weather-stripping, caulking, and the installation of a storm window greatly reduce air infiltration, while replacing the original window and installing a replacement will have a minimal positive effect.”

will help ensure that areas of significance can be preserved and their history added to the already rich Kalamazoo story. This survey of properties can also yield information useful to reviewing and updating City Ordinances, such as the Zoning Ordinance. Historical surveys should be updated every 10 years.

6.3 Perceived Conflicts.

During IK2025, residents frequently noted a concern that Local Historic District regulations were in conflict with achieving energy efficiency and meeting modern needs - particularly in the case of residential dwellings. This is not the case. Energy efficiency can be economically attained in an historic structure without altering the historic character. Providing information and access to options, associated costs, and DIY resources will change this perception and can positively impact heating, cooling, and other energy-saving costs. It is important that this information reach property owners and renters who can undertake simple, inexpensive steps to positively impact their heating and cooling costs.

Energy Leakage in Buildings



Source: <http://www.taseca.com/draft-reduction.html>

Historic Regulations. A review of the Local Historic District regulations will help to balance the needs of today’s property owners and the preservation of Kalamazoo’s historic structures. Focusing requirements on the elements that have the greatest impact on the character of a district, such as the facades and yards visible from the street, can provide property owners with flexibility to expand or renovate the interior without altering the exterior character of structure or the view from the street. Other

ordinances, such as the Zoning Ordinance should also be reviewed to ensure they are not inadvertently a barrier to maintaining historic structures. This includes a consideration of setbacks, lots size, and lot coverage requirements.

6.4 Conservation Districts.

Conservation Districts are a “softer” alternative to Local Historic Districts. They seek to maintain and encourage infill that helps redevelopment areas that have lost much historic fabric, but still have enough remaining to establish their character. Conservation District standards would focus on enhancing the established character. This tool could be explored by neighborhoods through their Neighborhood Planning process.

7. Parks & Recreation

IK2025 input for parks and recreation centered on two concepts. First, there was a stated desire for all residents to have safe and convenient access to parks and recreation opportunities. Access is defined as living no more than a ¼ mile, or a 5-minute walk, from a park or open space. In addition to access, IK2025 input also included a discussion of how residents are being served by the existing park properties. Understanding that residents use parks differently, IK2025 discussed where different types of park facilities or amenities (playgrounds, courts, greenspace, or growing space) should be located.

7.1 Access to Parks

To achieve the access goal for parks and recreation, the first step is to understand what areas are not currently served by open space. Knowing where gaps exist allows for the following actions to be taken to meet access needs.

- Prioritize areas with gaps for land acquisition for new park and recreation facilities.

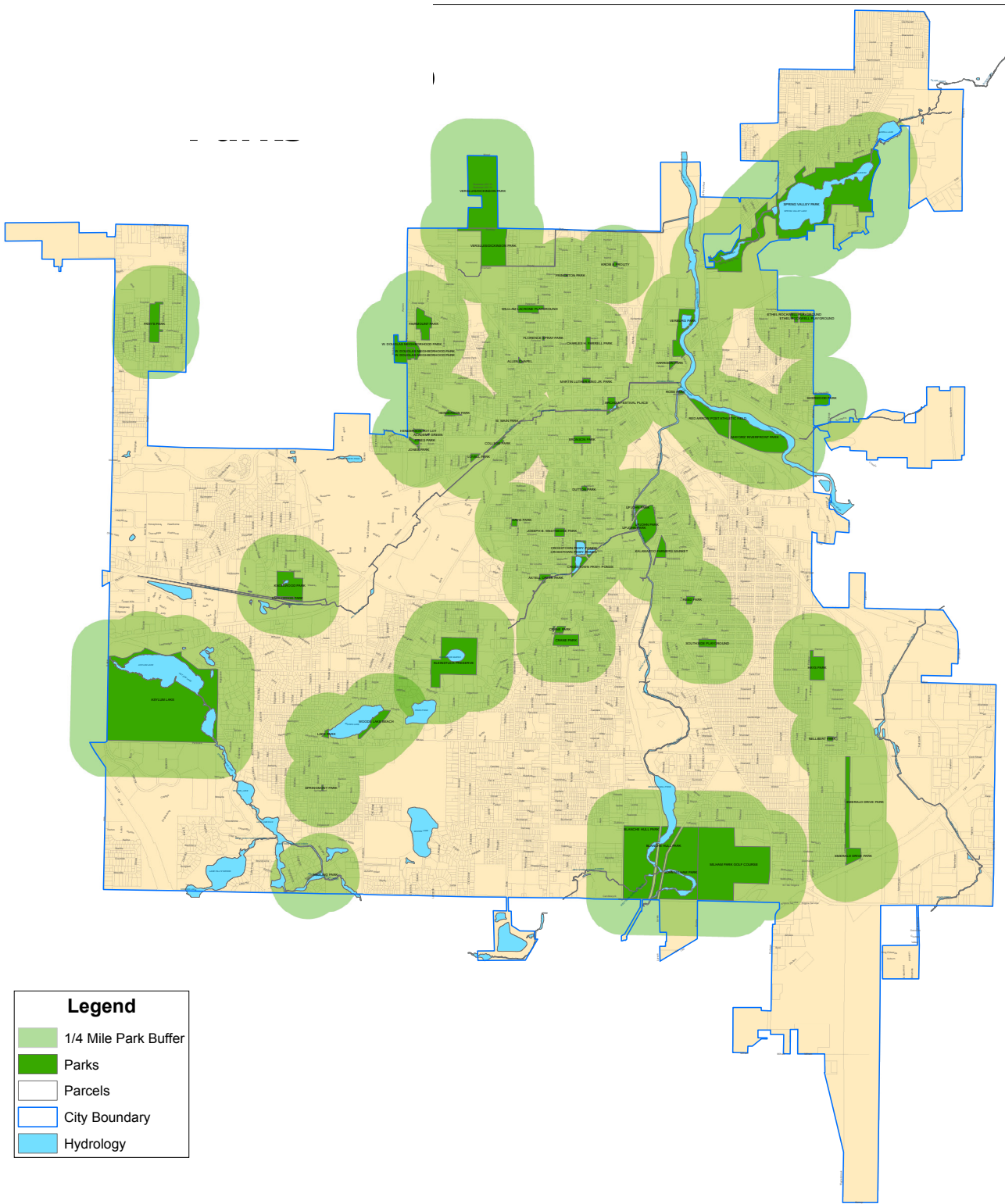


Kalamazoo has a variety of park facilities or types. Photo credit: Neal Conway.



Access to Park within 1/4 Mile of Residence

Figure 5





- Work with property owners to develop vacant or underutilized lots in areas with gaps to meet resident park and recreation needs.
- Partner with neighborhood organizations to find ways other than physical park facilities to meet recreation needs.

The future updates to the Parks and Recreation Plan will utilize the 1/4 mile access service area to guide its goals and actions. Through Neighborhood Plans, residents can better define the gap areas within their neighborhood and create a vision to meet their park and recreation needs. (Figure 5)



7.2 Park Types

Parks can be passive (green and natural spaces) or active (courts, playgrounds, splash pads, pools, etc). Updates to the Parks and Recreation Plan will detail the different park types and amenities appropriate in Kalamazoo; intended service areas for each (neighborhood, multiple neighborhoods, whole city, regional park, etc); and ideal distances residents should be from each facility type.



Development of a community garden in an existing park in West Main Hill neighborhood. Photo credit: Christina Anderson

7.3 Growing Space

In addition to passive or physical recreation, parks can also serve as opportunities for community growing spaces. IK2025 input included the desire for growing space, specifically community gardens, food forests (areas planted with edible landscape, specifically fruit and nut trees), and public fruit trees. Many of the City's park spaces are appropriate for these uses. Utilizing park properties could have several benefits, including increasing access to fresh produce; building a sense of community among neighbors and/or gardeners; and reducing emissions from food transportation.

Future updates to the Parks and Recreation Plan, should include which parks could support growing spaces and establish guidelines for their creation. These guidelines should cover leasing of public space, garden planning and review process, growing guidelines, and technical resources. Partnering with organizations, such as the Food Innovation Center at Kalamazoo Valley Community College (KVCC), Michigan State University (MSU) Extension, and other food or growing related organizations, to promote community gardens giving potential gardeners training and technical resources. Plan updates should also include a list of appropriate fruit or nut trees for park and other public spaces. Strategies for trees should include guides for their maintenance and care through neighborhood or local partnerships.

8. Neighborhood Networks

During IK 2025, the transportation networks within and around neighborhoods were frequent discussion topics, particularly around neighborhood schools, parks, and identified Nodes.

8.1 Neighborhood Accessibility

Large parks and schools (especially middle schools) are often shared by adjacent neighborhoods. To facilitate connectivity, existing routes for all travel should be reviewed. Where networks are not linked, new connections should be considered. Through IK 2025, priorities for network of connections were around schools, parks, and Nodes.

Barriers to Connection. Barriers often exist, including major roadways, missing sidewalks, unfinished bike networks, railroad tracks, or natural features such as waterways that make travel seem more difficult. When connecting parks or commercial spaces, access points must be considered. Where barriers exist, alternative routes must be developed or other accommodations made. This could include the use of medians in a roadway to assist at pedestrian crossings or adjusting trail routes.

Safe Routes to School. SRTS is focused on creating a safe walking and bicycling environment for children as they travel to school. The program aims to promote physical activity, decrease air pollution and traffic, and create a sense of shared community. SRTS saves on busing and driving costs, and reduces the rate of

injury. According to the National Center for Safe Routes to School, cities that have invested in SRTS projects see, on average, a 31% increase in walking and bicycling to school over a 5-year period. By prioritizing safe pedestrian and bicycle access to schools, the City of Kalamazoo can support families and create prosperous and active neighborhoods.



IK at Work

Imagine Kalamazoo Goals & Actions

All of the elements of the Master Plan are intended to preserve and enhance the quality of life for the City's residents, employees, and visitors. IK at Work provides a comprehensive look at all of the goals established in previous sections, and sets forth a work plan for accomplishing them.

The following goals encompass transportation, development at the Downtown and neighborhood level, and policies that change the way that business is done. Actions address how quality of life, shared prosperity, and continuous engagement will be advanced throughout the City. These actions will help to shape the City's urban form, supporting improved walkability and bike-ability within an equitable and accessible urban environment.

To implement the policies, projects, and goals, the Master Plan will be aligned with the City's priority based budgeting (PBB) process, informing the Foundation For Excellence (FFE) aspirational project funding, and guiding the work of all City departments and staff. IK @ Work is sorted by the Strategic Vision Goals: Connected City, Complete Neighborhood, Economic Vitality, Inviting Public Places, Environmental Responsibility, Shared Prosperity, and Strength Through Diversity to show alignment between these documents.

Each goal includes a set of corresponding action items that will be the focus of a project work plan. The details of the action items published - lead, partners, timelines, funding, and metrics are a starting point for engagement. It is the City's core practice to engage the community throughout the life of each of the action items. All of the current project plans can be followed on www.imaginekalamazoo.com.

Project Estimated Expenses Legend

\$ - Low Cost

\$\$ - Moderate Cost

\$\$\$ - Significant Project Cost

\$\$\$\$ - Significant Planning & Construction Cost

Master Plan & Strategic Vision Alignment



| Strategic Vision Goals | Shared Prosperity | Connected City | Inviting Public Places | Environmental Responsibility | Safe Community | Youth Development | Complete Neighborhoods | Strength Through Diversity | Economic Vitality | Good Governance |
|--------------------------------|-------------------|----------------|------------------------|------------------------------|----------------|-------------------|------------------------|----------------------------|-------------------|-----------------|
| Master Plan Sections | | | | | | | | | | |
| Connected City | | | | | | | | | | |
| Components of a Connected City | • | • | • | • | | | • | | | |
| Strategic Framework | | • | • | | | | • | | • | |
| Great Neighborhoods | | | | | | | | | | |
| Complete Neighborhoods | • | • | • | • | • | • | • | | • | • |
| Neighborhood Plans | | • | | • | • | | • | | • | |
| Zoning as a Strength | | • | • | | • | | • | | | |
| Neighborhood Networks | | • | | • | • | | • | • | | |
| Parks & Recreation | • | • | • | • | | • | • | • | | |
| Historic Neighborhoods | | | • | | | | • | | | |
| Downtown Life | | | | | | | | | | |
| Downtown Networks | • | • | | | • | | | | • | |
| Downtown Zoning | | • | • | • | • | | • | | • | |
| Marketing | | • | | | | | | | • | |
| Arts & Activities for All | • | • | • | • | | • | • | • | • | |

Organizing the Master Plan sections by Strategic Vision goal avoids duplication and ensures that these documents have a cohesive vision.



Connected City -

A City networked for walking, biking, riding, and driving.

Street design should respond to land use and become safe for all users toward no fatalities or serious injuries involving road traffic.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|-------------------|-------------------------------------|-------------|---------------|---|
| Adopt Complete Street Policy to align street design, reconstruction, and maintenance with IK 2025 Street Types; enhancing pedestrian experiences in Downtown and Commercial and Neighborhood Nodes | CP&D | Public Services, Parks & Recreation | Spring 2018 | Staff Time | Establish baseline data on pedestrian and bicycle movement. |
| Create access management plan with clear standards that reduce conflicts between motor vehicles, bicycles, and pedestrians at driveways, sidewalks, and intersections. | Public Services | CP&D | Spring 2018 | Staff Time | Priority assessment of Street Types |
| Bicycle infrastructure projects should be evaluated for type and provide continuous routes of travel throughout the community; Prioritize connections between neighborhoods, employment areas, schools, business districts, and transit stops. | Public Services | CP&D, Parks, DKI, Neighborhoods | Long Term | \$\$ - \$\$\$ | Evaluate miles built annually; bike, sidewalk |
| Seek revisions to the KATS Long Range Transportation Plan to include new recommendations of this Master Plan; including Transportation Improvement Plan 2018-2023 | Public Services | City Staff, KATS | Winter 2019 | Staff Time | Amendments Adopted |
| Incorporate the Street Types from the Land Development Framework into the Zoning Ordinance | CP&D | Public Services | Winter 2019 | Staff Time | Adopted Ordinance |
| Create a streetscape policy based on street type and location (Node, Downtown, etc.) | Parks & Rec, CP&D | Public Services | Spring 2018 | \$\$ | Rewritten Policy/Design |
| Evaluate feasibility to expand location of heated sidewalks; Create a Master Plan | Public Services | DDA | Spring 2018 | Staff Time | Create Master Plan for Proj. |
| Incorporate bicycle education and culture into City road project materials, media, events, and website. | CP&D | DKI, County Parks, | Spring 2018 | \$\$ | Apply for grant funding through MDOT and FHWA |

Improve access, navigation, and circulation to the Downtown businesses by evaluating the design of one-way street conversions to two-way.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|----------------------------|------------------|-------------|------------------|-------------------------------|
| Work with relevant transportation agencies to determine parameters through which the conversion can occur, including a discussion of jurisdiction. | Public Services, CP&D, DKI | MDOT, KATS | Spring 2018 | Staff Time | Alternatives created |
| Prioritize the conversion based on restoring connectivity, impacts to walkability, bicycling, and economic vitality. | Public Services, CP&D, DKI | MDOT, KATS | Spring 2018 | Staff Time | Alternatives created |
| Design future two-way streets using the Street Types in Plan 2025 and the Complete Streets Policy as guides. | Public Services | CP&D, MDOT, KATS | August 2018 | TIGER, KATS, CIP | Adopt Complete Streets Policy |
| Utilize Transportation Demand Management in studying traffic volumes, level of service, new development, and redevelopment, particularly in Downtown. | Public Services | CP&D, MDOT, KATS | Long Term | KATS, CCTA, DKI | |

Enhance public transportation signage with route information, stop amenities (benches, shelters, bike racks), and study locations to increase ridership, consider express options, and expand connectivity.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|------|-----------------------|-------------|---------|---|
| Determine need for additional routes/stops by focusing on neighborhood connections to destinations such as nodes, Downtown, schools/universities, and parks. | CCTA | CP&D | Summer 2018 | \$\$ | Evaluate the additional transit connections |
| Support the maintenance and improvement of bus stops through construction project coordination and funding of improvements and enhancements. | CCTA | CP&D, Public Services | Summer 2018 | \$\$ | # of improved stops |
| Study high use routes and ways to increase frequency of transit services (i.e. signal prioritization, stop improvements) | CCTA | Public Services | Fall 2018 | \$\$ | Explore 5 step Bus Rapid Transit Modeling. |
| Improve wayfinding for public transit. Where to get the bus, what routes, time information. Consider digital signage. | CCTA | Public Services | Fall 2018 | \$\$ | # of signs replaced, |
| Assist in the creation of partnership with schools, employers, and organizations throughout the City for transit passes. | CCTA | CP&D, SPK | Fall 2018 | \$\$ | # of new partners; # of new riders |

Transit stations can play a role in improving the livability of communities, and can be an integral part of community life, a place that people come to enjoy as a part of their every day life.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|------------------------|----------|---------------|-------------|---------------------------------------|
| Make the Transportation Center a destination beyond transit connections; locate retail, restaurant, and other amenities. | CCTA/ED | CP&D | Long Term | \$\$\$ | Feasibility Study |
| Evaluate a circulator around the Downtown and locate stops near popular destinations; and the potential for neighborhood to neighborhood destinations. | CCTA/DKI | CP&D | Summer 2018 | \$\$\$\$ | Evaluate stop locations, time, routes |
| Explore Transit Oriented Development models to locate density and development. | CP&D/ Neighborhoods | ED | Planning 2018 | \$\$ | # of housing units |
| Locate public art and other community uses near transit centers that spur improvements to surrounding areas and create centers of activity. | CCTA | CP&D/DKI | Planning 2019 | \$\$-\$\$\$ | RFP for locations; local artists |



Complete Neighborhoods

Residential areas that support the full range of people's daily needs

Develop a Complete Neighborhood Policy to address daily needs, infrastructure, and services that provide each neighborhood with opportunity for equitable achievement.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|------|------------------------------|-------------|------------|--|
| Define a complete neighborhood in Kalamazoo; consult best practices for baseline information. | CP&D | ED, Neighborhoods, K College | Winter 2018 | Staff Time | Method of study, tracking over time. |
| Study Kalamazoo's neighborhoods using the complete neighborhood definition. | CP&D | ED, Neighborhoods, K College | Spring 2018 | Staff Time | Baseline information on each neighborhood. |
| Establish goals to achieve neighborhood completeness across the city. | CP&D | ED, Neighborhoods | Summer 2018 | Staff Time | Evaluate neighborhoods using the definition. |

Enhance Kalamazoo's unique historic character & resources

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|-------------------|----------------|-----------------------------|-------------|---------------------------|
| Assist in the creation of distinctive branding and physical attributes in each Historic District. | Historic District | CP&D, HDC, HPC | Long Term | \$\$-\$\$\$ | Neighborhood Plan Actions |
| Organize regular Historic District education programs to increase local knowledge of each district for home and business owners. | Historic District | CP&D, HDC, HPC | Plan 2018 | \$ | Neighborhood Plan Actions |
| Assist with the organization of tours and other events to promote historic resources | Historic District | CP&D, HDC, HPC | Plan 2018 | \$ | Neighborhood Plan Actions |
| Complete a historic building and resources survey to understand existing conditions and for the consideration of new Historic District or Conservation District designations. | CP&D | HDC, HPC | Plan 2018; Complete by 2019 | \$\$ | Neighborhood Plan Actions |

Assist in the development of neighborhood coalitions and partners to create and implement plans and projects

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|--------------|---------|-----------|----------------|---------------------|
| Assist with the improvement of neighborhood communication to involve residents in engagement. | Neighborhood | CP&D | Long Term | Staff Time, \$ | # of people engaged |
| Assist neighborhoods with development and sustainability of organized associations. | Neighborhood | CP&D | Long Term | Staff Time, \$ | # of people engaged |
| Assist neighborhoods with development and sustainability of coalition for broader support. | Neighborhood | CP&D | Long Term | Staff Time, \$ | # of people engaged |

Review Zoning Ordinance to match Vision, IK 2025 Input, and reduce number of variance and rezoning requests.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|------|--------------------------------|-------------|-------------------|-----------------|
| Align Zoning Ordinance against Future Land Development Framework | CP&D | MML, MEDC | Spring 2018 | \$\$ | Adopt revisions |
| Review Zoning Ordinance for areas of obsolescence, including in district mapping, uses, and review and approval processes. | CP&D | MML, MEDC | Spring 2018 | \$\$ | Adopt revisions |
| Determine barriers to infill development throughout the city; review lot sizes, building restrictions, standards, and coverage. | CP&D | ED, Public Services, MEDC | Spring 2018 | \$\$ | Adopt revisions |
| Define Neighborhood and Commercial Node types; define desired development patterns for walkability and activity. | CP&D | Neighborhoods | Spring 2018 | Staff Time | Adopt revisions |
| Use Form-based Code to determine the appropriate mix of building types that would preserve neighborhood patterns, foster walkable urban development in the Nodes and Downtown, and meet the varied housing needs of the City. | CP&D | ED, Public Services, DKI, MEDC | Spring 2018 | Staff Time - \$\$ | Adopt revisions |
| Update zoning districts to support Complete Neighborhoods and the City's attainable housing strategy | CP&D | Neighborhoods | Spring 2018 | Staff Time - \$\$ | Adopt revisions |
| Revise the Use Table to reflect the Future Land Development Framework; be simpler and more flexible. | CP&D | N/A | Spring 2018 | Staff Time | Adopt revisions |
| Update parking requirements to include context and desired development patterns; base on national best practices that include considerations for autonomous vehicles, electric charging stations, and renewable energy sources. | CP&D | ED, Public Services, DKI | Spring 2018 | Staff Time | Adopt revisions |
| Incorporate green development practices to foster more sustainable development; Revise landscape standards to focus on native species and potential growing spaces in public right-of-way and private development. | CP&D | ED, Public Services, DKI | Spring 2018 | Staff Time - \$ | Adopt revisions |

Increase access to healthy food in every neighborhood.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|-------------|------------------------------------|-------------|------------|-----------------------------------|
| Use public land for placement of gardens in under utilized spaces. | CP&D | Parks & Rec | Winter 2017 | Staff Time | # of gardens created; access |
| Create a community garden board to develop the applications for funding, and share information and materials, necessary for the start-up and sustainability of gardens. | CP&D | KVCC, Nature Center, Neighborhoods | Spring 2018 | Staff Time | Engage residents to create board. |
| Increase the quantity of gardens throughout the City through vacant land use. | CP&D | Land Bank | Spring 2018 | Staff Time | # of gardens created |
| Plant fruit trees in parks and other public spaces. | Parks & Rec | Neighborhoods | Fall 2018 | \$\$ | Number of trees planted annually |

Develop rehabilitation strategies for existing homes and buildings; including Historic structures.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|------|---|-------------------------------|----------|--|
| Invest in the development of jobs and skills for improvements for repairs and weatherization projects; | SPK | CP&D/ED, LISC | Summer 2018 | \$\$\$ | # of jobs created; # of homes impacted |
| Strengthen partnerships with area organizations and businesses to provide tools and resources for large-scale improvements as an alternative to demolition. | CP&D | Land Bank, County, LISC, KNHS | Summer 2018; Housing Strategy | \$\$\$ | # of properties saved; impact of rehabs; # of affordable hsing |
| Invest in lead remediation strategies that support the rehabilitation of older housing stock. (paint/pipes) | CP&D | Public Services | Fall 2018 | \$\$\$ | # of pipe replaced; # of home remediation |
| Preserve Kalamazoo's single-family homes by investing in maintenance, preservation, improvement, and development of single-family housing infill for all persons, regardless of income level. | CP&D | Land Bank, LISC, KNHS | Summer 2018; Housing Strategy | \$\$\$\$ | # of properties saved; impact of rehabs; # of affordable hsing |
| Exploring changes in regulations that meet current best practices for materials and contractors; educating and training residents on the rehabilitation and sustainability of historic home repair. | CP&D | Land Bank, LISC, KNHS; Historic Pres. Comm. | Summer 2018; Housing Strategy | \$\$ | # of properties saved; impact of rehabs; # of affordable hsing |

Develop and implement a code enforcement master plan (blight elimination plan) to enforce code requirements and provide adequate code department facilities, services, and staffing.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|------|--------------------------------------|--------------------|-----------------|--------------------|
| Work with residents, businesses, and community organizations in conducting public outreach and educational programs to promote voluntary compliance. | CP&D | Neighborhoods, Business Associations | Begin Plan 2018/19 | \$ - Staff Time | # of programs held |
| Create strategy for vacant and abandoned Commercial and Industrial buildings. | CP&D | Neighborhoods, Land Bank | 2018 | \$ - Staff Time | Adopted Plan |
| Policy for demolition work that a building must be fumigated if pests or animals are found in the building prior to demolition. | CP&D | Land Bank, County | 2018 | Staff Time | Adopted policy |

Determine affordable housing financing strategies that can meet the needs of Kalamazoo residents; infill and rehabilitation.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|------|--------------------------------|----------|-----------------|--|
| Explore the use of Equity Funds, Community Land Trust, and public/private partnerships. | CP&D | ED, LISC | 2018/19 | \$ - Staff Time | Presentation, Memo, Toolkit |
| Create rehabilitation strategies for existing homes that can be sold to low- to moderate-income families with affordable deed restrictions to remain affordable. | CP&D | SPK, ED, Land Bank, LISC, KNHS | 2018/19 | \$ - Staff Time | Housing strategy, # of houses sold |
| Expand home ownership with lease-to-own programs and partners. | CP&D | ED, KNHS, LISC, Land Bank | 2018/19 | \$ - Staff Time | Housing Strategy Data |
| Evaluate new residential development to attract individuals already working, but not living, in the City increasing residential housing stock affordable stock in the Downtown. | CP&D | SPK, ED, Land Bank, LISC, KNHS | 2018/19 | \$ - Staff Time | Housing Strategy Data |
| Invest in and incentivize development projects that create senior living/ assisted care opportunities and housing options that are affordable throughout the city. | CP&D | SPK, ED, Land Bank, LISC, KNHS | 2018/19 | \$ - Staff Time | Housing Strategy Data |
| Evaluate and promote a mix of housing types across neighborhoods to accommodate various income levels so residents can remain in the City or in their neighborhood as lifestyle needs change. | CP&D | SPK, ED, Land Bank, LISC, KNHS | 2018/19 | \$ - Staff Time | Housing Strategy Data; Adopt zoning revisions. |



Economic Vitality

Growing businesses and stabilizing the local economy to the benefit of all.

Complete a Parking Management Strategy for Downtown to incorporate IK 2025, Gibbs Retail, and Urban Growth Initiative data and best practices.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|--------------------------|-----------------------------|-------------|------------|--|
| Seek revisions to the 5 Year Parking Plan based on this Master Plan Update | DKI | CP&D/ED | Winter 2018 | \$\$ | RFP for strategic plan |
| Coordinate spaces and pricing in ramps, on-street, and surface parking lots; evaluate employee parking and Transportation Demand best practices. | DKI | CP&D/ Public Services/ CCTA | Winter 2018 | \$\$ | Strategic Plan actions |
| Study expanding on-street parking spaces, especially on Priority Streets; use data to inform any zoning updates. | DKI | CP&D/ Public Services | Winter 2018 | Staff Time | Review all streets for locations |
| Update zoning ordinance to prohibit surface parking lots located on corners in Downtown and Nodes. | DKI | CP&D | Winter 2018 | Staff Time | Adopted ordinance |
| Reduce the impact of traffic on Downtown streets through on-street parking, streetscaping, and traffic calming. | CP&D/Public Services/DKI | MDOT, KATS, DKRRA, DDA | Winter 2018 | \$\$\$\$ | Review all streets for locations, designs. |

Incentivize areas that have underutilized growth - Downtown, Corridors, and Nodes

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|---------|----------------------|-----------------------------|----------|---|
| Determine through sub-area study whether or not incentives through designated Corridor Improvement Authority, Principle Shopping Districts, Business Improvement District or other Tax Increment Financing models are appropriate to spur investment and support Downtown neighborhood goals. | ED/CP&D | Neighborhoods | Long Term | \$\$\$\$ | # of jobs, # of businesses, \$ invested |
| Evaluate strategic City property acquisition of underutilized land reuse opportunities through Brownfield Redevelopment Authority. | ED/BRA | BRA Board, DDA, CP&D | Plan Spring 2018; Long Term | \$\$\$\$ | # of properties |
| Fund and expand the facade improvement program (Economic Opportunity Fund) | ED | CP&D, DDA, LISC | Spring 2018 | \$\$\$ | # of buildings, \$ invested |

Review all City development processes from the point of view of the client.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|---------|----------------------------------|----------|---------|---|
| Work across City departments to develop streamline application processes and materials and make available online, payment online, scheduling online. | CP&D | ED | 2018 | \$ | Survey clients, new forms, online accessibility |
| Assign a project liaison that can be a single point of contact for clients to remove the need of a client to contact multiple Departments for a single project. | ED | CP&D | 2018 | \$ | Survey clients re: success of process |
| Review all forms, including permits, checklists, and contracts, to ensure connectivity to the process and updated information. | CP&D/ED | All Depts in Development Process | 2018 | \$ | Create new forms, online accessibility |

Develop a gentrification vulnerability analysis to put programs and zoning in place that mitigate the likelihood of involuntary displacement.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|---------|------------|-----------|---------|----------------------------------|
| Evaluate best practices like Equity Mapping, evaluate neighborhoods for baseline data to begin to understand and track gentrification. | CP&D | SPK, LISC | 2018/2019 | \$\$ | Presentation, Memo, Action Items |
| Use tools like GIS to develop data and map demographics, housing, healthcare, health outcomes, transportation, food, parks, and employment for all neighborhoods | CP&D/IT | SPK, YWCA, | 2018/2019 | \$\$ | Hire data coordinator |

Use data to address equitable outcomes; measure and adjust programs.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|------|------------------------------|-------------|---------|--------------------------------------|
| Create an Equity Atlas that focuses priorities to address equitable outcomes to measure and adjust programs. | SPK | CP&D, YWCA, United Way | 2019 | \$\$ | SPK Action Items; Strategic Planning |
| Map demographics: race/ethnicity, income, age, and household composition. | SPK | CP&D | 2019 | \$ | Create a baseline |
| Measure access: how well the residents of a particular geographic area can access key opportunities, including a healthy environment, food, housing, transportation, parks and nature, education, economic opportunity, services, and other community resources. | SPK | CP&D, YWCA, LISC, United Way | 2019 - 2025 | \$\$ | SPK Action Items; Strategic Planning |



Inviting Public Places

Vibrant streets, exceptional parks, and welcoming activities.

Update the Parks and Recreation Plan to reflect IK2025.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|-------------|-----------------------|----------|-------------|-------------------------------------|
| Use the goal of a 1/4 mile as the maximum distance residents should be from a park to shape land acquisition and park improvement strategies | Parks & Rec | CP&D | 2019 | \$ | Map of service areas |
| Review park facilities or types to detail appropriate amenities within each space and determine the appropriate serve area for each to best serve residents. | Parks & Rec | CP&D | 2019 | \$\$ | Map areas; Update Parks Master Plan |
| Incorporate landscape standards that promote native species and those compatible with native species for both landscape and growing spaces. | Parks & Rec | CP&D, Public Services | 2019 | \$\$-\$\$\$ | Map areas; Update Parks Master Plan |

Make Kalamazoo an outstanding pedestrian environment; expand diversity and number of events in Downtown and Neighborhoods.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|-----------|---|----------|---------|---|
| Develop way-finding plan that includes pedestrian and vehicular oriented directional signage to designate and brand the City's unique areas. | CP&D, DKI | Public Services, HPC, HDC, Parks, KIA, ACKC | 2019/20 | \$\$ | Map areas; engagement; Create Plan |
| Evaluate the cultural resources throughout the City to assess unmet demand of arts, cultural and entertainment venues; as well as marketing of venues for activities; | CP&D, DKI | Public Services, HPC, HDC, Parks, KIA, ACKC | 2019/20 | \$ | Map areas; engagement; Create Plan |
| Expand the events and activities in Downtown to meet a broader range of the community and to occur year-round. | CP&D, DKI | Public Services, HPC, HDC, Parks, Discover Kzoo | 2019/20 | \$\$ | Evaluate venues, marketing strategy, branding |



Environmental Responsibility

A green and healthy city.

Mitigate stormwater run off, erosion, and contamination of water.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|-----------------|---------|-----------|---------|--|
| Incentivize low impact development on building sites to create rain gardens, preserve Natural Features, restore wetlands, and plant trees. | CP&D | ED/BRA | Long Term | \$\$ | Gallons diverted, # of new sustainable buildings |
| Design new street right-of-way to greatest extent possible to include green infrastructure (rain gardens, pervious pavement, and other stormwater mitigation designs). | Public Services | CP&D | Long Term | \$\$\$ | Gallons diverted, miles built |

Plan and create a policy for invasive species mitigation.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|------|-----------------|-------------|------------|-----------------------|
| Use site plan review to include on the environmental checklist monitoring known Japanese Knotweed locations. | CP&D | Public Services | Winter 2018 | Staff Time | # of sites identified |
| Create mitigation plan for Japanese Knotweed disposal and monitoring; Due Care | CP&D | Public Services | Winter 2018 | Staff Time | # of sites mitigated |

Increase use of renewable energies throughout the City.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|-----------------|-----------------|----------|-----------------|-------------------|
| Create revolving loan fund for clean energy improvements. | ED | Public Services | 2019 | \$\$\$-\$\$\$\$ | # of improvements |
| Explore citywide green energy purchasing policy. | Public Services | ED | 2019 | break even | Decrease spending |

Develop, adopt, and maintain a Climate Action Plan and track progress.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|-----------------------|-------------------------|----------|---------|-------------------|
| Establish risk assessment levels for the City for green house gas emissions | Public Services | ECC, Nature Center, WMU | 2019 | \$ | ICLEI |
| Determine what low-impact development standards can be incorporated into the Zoning Ordinance and are appropriate for the City based on context | Public Services, CP&D | ECC, Nature Center, WMU | 2019 | \$ | Adopted revisions |

Prepare for Climate Resilience; Protect Natural Features throughout the City for well-head protection, watershed, erosion, urban forest, tree canopy, wildlife refuge, agriculture, and restoration along Kalamazoo River and Creek corridors.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|-----------------|--|-------------|-----------------|---|
| Evaluate the open space needs of the city in order to mitigate flooding and climate change expectations; Prepare guidelines for areas where environmental restoration is identified. | Public Services | CP&D, ED, ECC, KNC | 2019 | \$\$ | Map areas; Acres protected |
| Consider the built environment needs: heating/cooling "stations" or locations withing the City; storm shelters. | CP&D | ECC, Neighborhoods | 2019/20 | \$\$\$\$ | Map affected areas; determine locations |
| Consider the built-out environment and evaluating vacant lands or new projects as they relate to protection including but not limited to: restoration of wetlands, forest, and daylighting creeks. | CP&D | ED, Land Bank, Public Services, MDEQ, DNR | 2018/19 | \$\$\$-\$\$\$\$ | Adopt zoning revisions, Map affected areas; determine locations |
| Revise landscape standards to increase buffers and preserve woodlands/slopes where neighborhood edge areas abut established residential areas. | CP&D | Parks, Public Services, ECC | 2018/19 | Staff Time | Adopt zoning revisions |
| Pursue the acquisition or protection of sensitive environmental areas through a range of techniques, such as conservation easements, deed restrictions, transfer of development rights, land conservancy donations, transfer to foundations or public bodies. | CP&D | Parks, Public Services, ECC, MDEQ, DNR Neighborhoods, Property Owners, KNC | 2018/19 | Staff Time | Adopt zoning revisions, Map affected areas; determine locations |
| Expand on inventory of natural features and open space to frame green ways and classify priority areas to unify neighborhood green way plans across the city for connectivity. | Parks | KNC, DNR, CP&D | 2019/20 | Staff Time | Update Parks Master Plan |
| Increase the tree canopy throughout the City along streets in Downtown and Neighborhoods; Evaluate the City by neighborhood to determine species for infill strategy. | Public Services | Parks and Recreation, Nature Center | Summer 2019 | \$\$ | Tree cover % and time line to be developed |

Increase the percentage of sustainable buildings; include low impact best practices in zoning ordinance.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|------|--------------------------|----------|------------|--------------------------------|
| Incentivize sustainable development in administrative and site review processes by allowing projects by right or with minimal review. | CP&D | ED, Public Services, ECC | 2019 | Staff Time | Adopted Revisions to Ordinance |
| Bonuses for density, parking exemptions, and fees for developers to use renewable energies, locate near transit, and achieve a green building certification. | CP&D | ED | 2019 | Staff Time | Adopted Revisions to Ordinance |
| Evaluate requirements such as east/west facing orientation, stormwater practices, maximum impervious surfaces, and allowance for wind, solar, and geothermal energy. | CP&D | ED | 2019 | Staff Time | Adopted Revisions to Ordinance |
| Evaluate city building and renovation projects to meet green building standards (such as LEED) that provide long term payback on investment. | CP&D | ED | 2019 | Staff Time | Adopted Revisions to Ordinance |
| Inventory available land (vacant and abandoned) and identify strategies to preserve for open space or incentivize for infill development. Pre-package sustainable development approval. | CP&D | ED | 2019 | Staff Time | Adopted Revisions to Ordinance |

Reduce dependence on fossil fuels and prepare for alternative transportation.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|------------------------------|------------------------|-----------|----------|------------------------------|
| Evaluate fleet purchases or leases that include hybrid or electric vehicles. | Management Services | City Departments | 2020 | \$\$\$ | # of hybrids; gas \$\$ saved |
| Complete the gaps/missing connectivity between neighborhoods throughout the city for pedestrian, bicycle, and recreational Non-Motorized Plan implementation. | CP&D | ED | Long Term | \$\$\$\$ | Complete 2+ miles annually. |
| Expand the urban trail system to connect neighborhoods, Downtown, and surrounding municipalities. | CP&D, Public Services, Parks | ED, DKI, Neighborhoods | Long Term | \$\$\$\$ | Complete 2+ miles annually. |



Safe Community

Creating a safe environment for living, working, and playing.

Evaluate built environment policies and practices that affect public health, separate the City through infrastructure barriers, and affect the safety of pedestrians and bicyclists.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|-------------------------------|-----------------|-----------|------------|--|
| Health outcome measures: key diseases that are affected by the conditions in which we live, including the rates of asthma, diabetes, and cardiovascular disease, as well as other health outcomes such as obesity. | YWCA, Kalamazoo County Health | CP&D/SPK | Long Term | \$\$ | Tracking data for resident outcomes; create baseline; Equity Map |
| Determine the physical barriers that separate neighborhoods and mitigate them to the greatest extent possible. | CP&D | Public Services | Long Term | \$\$\$\$ | Safety, reduction in crashes. Walkability improvements |
| Make streets with high traffic volume safer for crossing. | Public Services | CP&D | 2018 | Staff Time | Adopt Complete Streets; Guide |
| Make railroad crossings safer for pedestrians and bicyclists; see NACTO for bicycle best practices. | Public Services | CP&D | 2018 | Staff Time | Work with RR and adopt NACTO |
| Improve lighting conditions along streets, at bus stops, parks, and near Nodes. | Public Services | CCTA, CP&D | 2018/20 | \$\$ | Work with Neighborhoods |

Create Downtown Ambassador program to help employees, residents of the City, and visitors.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|----------|----------------------|----------|------------|--|
| Downtown employees that give directions, information about events, guide people to places to eat, an umbrella escort when it's raining or to parking ramp. | DKI/ DDA | DKRRA, Discover Kzoo | 2019 | \$\$\$ | # of hired, surveys of residents, visitors |
| Help homeless and other people in need find services, resources, and assistance. | DKI/ DDA | DKRRA, Discover Kzoo | 2019 | Staff Time | |

Invest in Parks & Recreation for park improvements, youth development, and fresh food access.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|-------|-----------|-----------|---------|---|
| Expand the Farmers' Market to reach more people; providing parking, more vendors, indoor facilities, bicycle amenities, and activity space. | Parks | CP&D | 2019 | \$\$\$ | New infrastructure; # of vendors; people served |
| Support redevelopment of the Youth Development Center at Upjohn Park to provide expanded youth programming. | Parks | SPK, KDPS | 2019/2020 | \$\$\$ | New/Renovated building; # of youth served |

Address homelessness with partners and providers to provide safe environments for individuals and families; engage wrap around services for recovery and mental health support.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|----------------|-----------------------------|----------|-----------------|--|
| Provide crisis housing with financial assistance and wrap around supportive services needed by program participants to quickly move into permanent housing. | CP&D (SPK/HUD) | LISC, HRI, KCMH | 2018 | \$\$\$ | SPK goals/ actions |
| Lower Barriers. Process does not screen people out for assistance because of perceived barriers to housing or services, including, but not limited to, lack of employment or income, drug or alcohol use, or having a criminal record; and accommodate people with partners, pets, or possessions. | CP&D (SPK/HUD) | All Service Providers | 2018 | \$ - Staff Time | SPK goals and actions/ HUD Consolidated Update |
| Create a Person-Centered process that incorporates participant choice, provide or connect participants to resources that help them improve their safety and well-being and achieve their goals. | SPK/HUD | All Service Providers | 2018 | \$ - Staff Time | SPK goals and actions/ HUD Consolidated Update |
| Prevention strategies for discharge into street. Incorporate state mandated policies and protocols that ensure persons are not routinely discharged into homelessness from publicly funded institutions or systems of care. | SPK | KDPS; All Service Providers | 2018/19 | \$ - Staff Time | SPK goals and actions/ HUD Consolidated Update |

Ensure that the Kalamazoo Public Safety Department is a “go-to” community asset that is well-trained, equipped, accountable, transparent, and respected.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|------------|--------------------------------------|--|----------|--|
| Invest in building and maintaining community trust through youth development programming, integrating stations into neighborhoods, and building staff capacity. | KDPS | Parks, SPK, Neighborhoods | Long Term | \$\$ | Facility evaluation, # of youth engaged |
| Invest in crime prevention and reduction through community engagement, officer training, and internal process review. | KDPS | Parks, CP&D, SPK | 2018-25025 | \$\$ | Annual events, training, 360 surveys |
| Build staff capacity to impact the community through code enforcement assistance and blight reduction in targeted areas to improve quality of life. | KDPS | CP&D | 2018-2025 | \$\$ | Blight Elim. Strategy Targets |
| Ensure prompt response to calls for service across the city through data analysis. | KDPS | IT, CP&D | Evaluate station locations every 5 yrs | \$\$ | Population changes, property evaluation, call volumes, blight analysis, and demolitions. |
| Consolidated Dispatch investment for technology, training, staffing, and implementation. | KCCDA | KDPS, Portage, Kalamazoo County, WMU | 2019 | \$\$ | Call volumes, staffing, response times |
| Invest in building rehabilitation and funding for elevators, fire suppression, and mechanical upgrades. Partner with developers and property owners for education, risk assessment, and grant funding. | CP&D, KDPS | ED, DKI | 2018/19 | \$\$\$\$ | Identify properties in growth areas Nodes and Downtown |
| Build staff capacity to reduce residential fire injury and property damage through risk reduction programming. | KDPS | CP&D | 2018/19 | \$\$ | Data: Code Enforcement, Blight Removal; Property assessment |



Shared Prosperity

Abundant opportunities for all people to prosper.

Create a plan for shared prosperity that reaches qualitative and quantitative targets to build wealth and justice while impacting youth, jobs, and families.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|--|------|---|----------|------------|---|
| Provide data to service providers to better support families. | SPK | United Way, YWCA | 2019 | \$\$ | Track services provided, population, zip code data, health outcomes |
| Explore universal childcare, free childcare, prenatal care, and newborn care programs. | SPK | YWCA, | 2019 | \$\$\$ | # of providers, gap in services |
| Evaluate senior housing needs and access to services and resources. | | Senior Services | 2019/20 | \$\$ | Housing Strategy Data |
| Provide data to support programs that support adult job training. | SPK | ED, Upjohn, MI Works | 2019/20 | \$\$ | Job type analysis; gaps |
| Provide data that helps frame youth support services, including: homelessness, drivers' education, Promise support, after-school and summer programs, mentoring, and community centers with cradle-to-careers services. | SPK | United Way, YWCA, Kyd Net, Parks & Rec, KDPS, Promise | 2020/21 | \$\$ | Graduation rates, Youth employment, programs, gaps, service #'s |
| Create career exploration options for teens. | SPK | United Way, YWCA, Kyd Net, Parks & Rec, KDPS, Promise | 2020 | \$ | Programs existing; Programs created, # served, # employed |
| Establish a regular communication channel between the city, Kalamazoo Public School District and private schools to coordinate initiatives and leverage resources (such as use outside of school hours for public events and recreational opportunities) | SPK | KPS, Parks, KDPS | 2018 | Staff Time | Programs existing; Programs created, |
| Incorporate goals from the 2025 Master Plan into the Shared Prosperity Plan. | CP&D | SPK, Parks, KDPS | 2018 | Staff Time | Adopted updates |

Explore the eco-system of education and training programs that support adults re-entering the workforce, changing careers, and acquiring new skills.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|------|--------------|----------|---------|----------------------|
| Invest in soft skills training, GED programs, service learning, and technical skills. | SPK | ED, Momentum | 2019 | \$\$ | Partnerships Created |
| Promote and support programs that aid individuals returning from prison in re-entering the workforce. | SPK | ED | 2019 | \$\$ | Partnerships Created |

Review policies, planning practices, and systems that create disadvantages for residents.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|-----------|--------------------------------------|----------|-----------------|---|
| Review policies that reverse the racial and economic segregation of housing in lending institutions, government organizations, and the construction industry. | SPK/CP&D | ED, Service providers | 2019 | Staff Time - \$ | Amended, revised policies |
| Create a public participation plan that goes to the greatest extent possible to include all Kalamazoo residents in planning decisions; continuous process improvements and evaluations. | CP&D | All Departments; WMU, City residents | 2018 | Staff Time - \$ | Adopted Public Participation Plan; # of attendees, new partners, new venues, survey residents |
| Offer training to help families build generational wealth | SPK/ CP&D | ED | 2018 | \$\$ | # of families served, new partners |



Youth Development

A city with places and supports that help young people thrive.

Invest in and support the youth in Kalamazoo.

| ACTION | LEAD | PARTNER | TIMELINE | FUNDING | METRICS |
|---|------------|---|-----------|-----------------|--|
| Create many activities and places to engage our youth throughout the City. | Parks | KDPS, CP&D, Youth Orgs | 2018 | \$\$ | # of youth attending camps, events, and programs |
| Utilize neighborhood centers and schools for youth programming throughout the year; Youth services after school and late hours in the summer. | KPS | Parks, KDPS, Youth Orgs; Freedom in Schools | 2018/19 | \$\$ | # of schools participating; |
| Expand summer offerings for teens; Maker Faire, talent shows, gatherings that bring different high schools together (public and private) | Parks | ED, Youth Orgs, KPS | 2019/20 | \$\$ | # of youth attending camps, events, and programs |
| Analyze data for homeless youth; location of facilities, partnerships, and access. | SPK | CP&D, LISC, Open Doors, Homeless Shelters | 2019/20 | \$\$ | # of youth homeless 2018; assisted/gaps data |
| Create multi-generational programming to mentor and build relationships in the community. | Parks, SPK | | 2019/20 | \$ - Staff Time | |
| Support and expand the "All Things Possible Program" | Parks | KDPS, SPK | 2018 | \$\$ | # of youth attending camps, events, and programs |
| Consider City facilities (new or rehabilitated) to incorporate youth programming; playgrounds, computer centers, tutoring, and places to study. | City Depts | Neighborhoods | Long Term | \$\$ | |
| Capacity for helping connect youth with entrepreneur opportunities. | ED | Youth Orgs | 2019 | \$ - Staff Time | |