



Strategic Vision

THE CITY OF KALAMAZOO



imagine
kalamazoo
2025



What does the city of Kalamazoo need to become great?

“First, and most importantly, it needs its leaders to recognize that it is already a great place to live and work, rather than getting caught up in the glossy sales pitch of an industry that’s formed around trendy “Urban Re-Development” projects. Instead it needs to invest more in its great wealth: its current residents, attractions and culture. Invest in giving CITY folk resources and opportunities to express and create, instead of suburban developers, and you’ll see what Kalamazoo can REALLY be.”

- Kalamazoo Resident DK

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"A great place to live and work means people, people who can be fearless, lead, and listen. People with heart. This means affordable housing, and not being afraid of taxes."

Kalamazoo Resident

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Introduction

Kalamazoo has a vision for its future: **action**

Over 16 months from 2015 to 2017 a diverse group of more than 3,500 community voices joined together to explore opportunities, break down barriers, and chart new directions for themselves, their families, neighborhoods, and city over the coming decade. At open houses, community picnics, art hops, and through online surveys, people from every neighborhood contributed ideas about places, programs, policies, investments, and communal goals and values that were most important to them. Together, a vision was created to enhance quality of life for all, to embrace how diversity strengthens Kalamazoo, and to seek continuous community engagement. As one community, oriented like never before around action, Kalamazooans imagine having more jobs and less poverty, and providing all young people with the jump-start they need in life; they imagine making a more prosperous and equitable city, where anyone would want to live and raise a family; and they imagine creating a more beautiful and livable city that is more innovative and connected. Kalamazoo imagines: Kalamazoo acts.

Strategic Goals

Shared Prosperity	Abundant opportunities for all people to prosper.
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	Creating a safe environment for living, working, and playing.
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	Growing businesses and stabilizing the local economy to the benefit of all.
Good Governance	Ensuring the City organization has the capacity and resources to effectively implement the community's Strategic Vision in a sustainable way.

The three Themes of Kalamazoo's Strategic Vision are:

Connected & Accessible Community

Developing strong connections between a diverse range of people and places.

Equity & Opportunity for All

Limited resources and opportunities must be shared; and the inclusion of all people in every neighborhood must share in decision making processes.

Vibrant & Friendly Environment

Protect and improve the quality of our local natural environment, and create strong communities with targeted community driven investments.

Who is the Strategic Vision for?

The Imagine Kalamazoo 2025 (IK2025) Strategic Vision is the city's guide to help shape the work of the city, both internally for staff and externally to represent the community's needs. The Vision guides all plans that are being created within city departments, setting the direction for implementation of the Vision. It provides direction to city staff, consultants, and contractors that are working in the city on projects and policies.

How community input is received

Imagine Kalamazoo was a different process because meetings were held throughout the city at events, art hops, and town halls. All meetings were always open to the community's input on any topic at any time. With such a broad range of discussion, city staff needed to be sure each comment was recorded as it was given. Each person had a different idea and each idea was at a different stage of development, requiring different approaches. For example: If a community

member stated they desired "better public transit", that comment became a goal for staff to explore and understand ways to make our transit system better for all users. Another comment about transit stated "the bus stop on Westnedge between Kalamazoo and Eleanor needs a sign", this is specific and can become a project as staff can compile all information regarding bus signage. Similarly, comments like, "we need to have more bus shelters", suggested that we set a target for the number of bus shelters, locations, and amenities that should be provided each year.

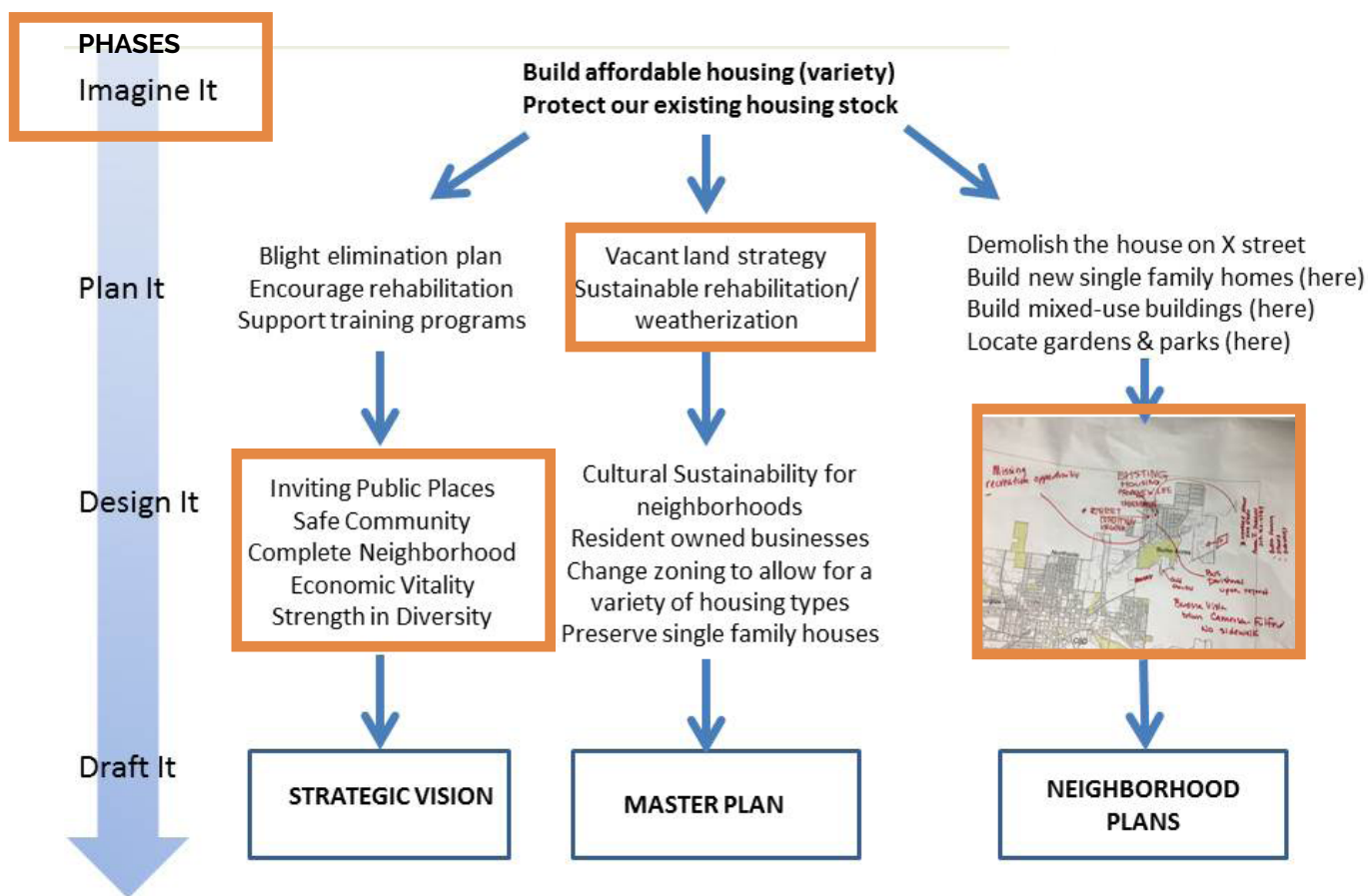
When staff reviewed all the comments about public transit as a whole, they became the foundation for the Strategic Vision Goal to become a Connected City. More specific direction suggested, "Provide an expansive public transportation system that is safe, reliable, accessible, affordable, and expanded for more efficient use".



Each phase of IK2025 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 (5) categories: *values, goal, direction, action, or metric (measurement)*.

Where did my comment go?

As you read through the Strategic Vision, you may ask yourself, “where is my comment?” The purpose of Imagine Kalamazoo 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: email, surveys, discussions, maps, and drawings. Because every venue offered up conversations to be had, city staff has spent months sorting through the communication we’ve received throughout the last 16 months using the process described in the following graphic.



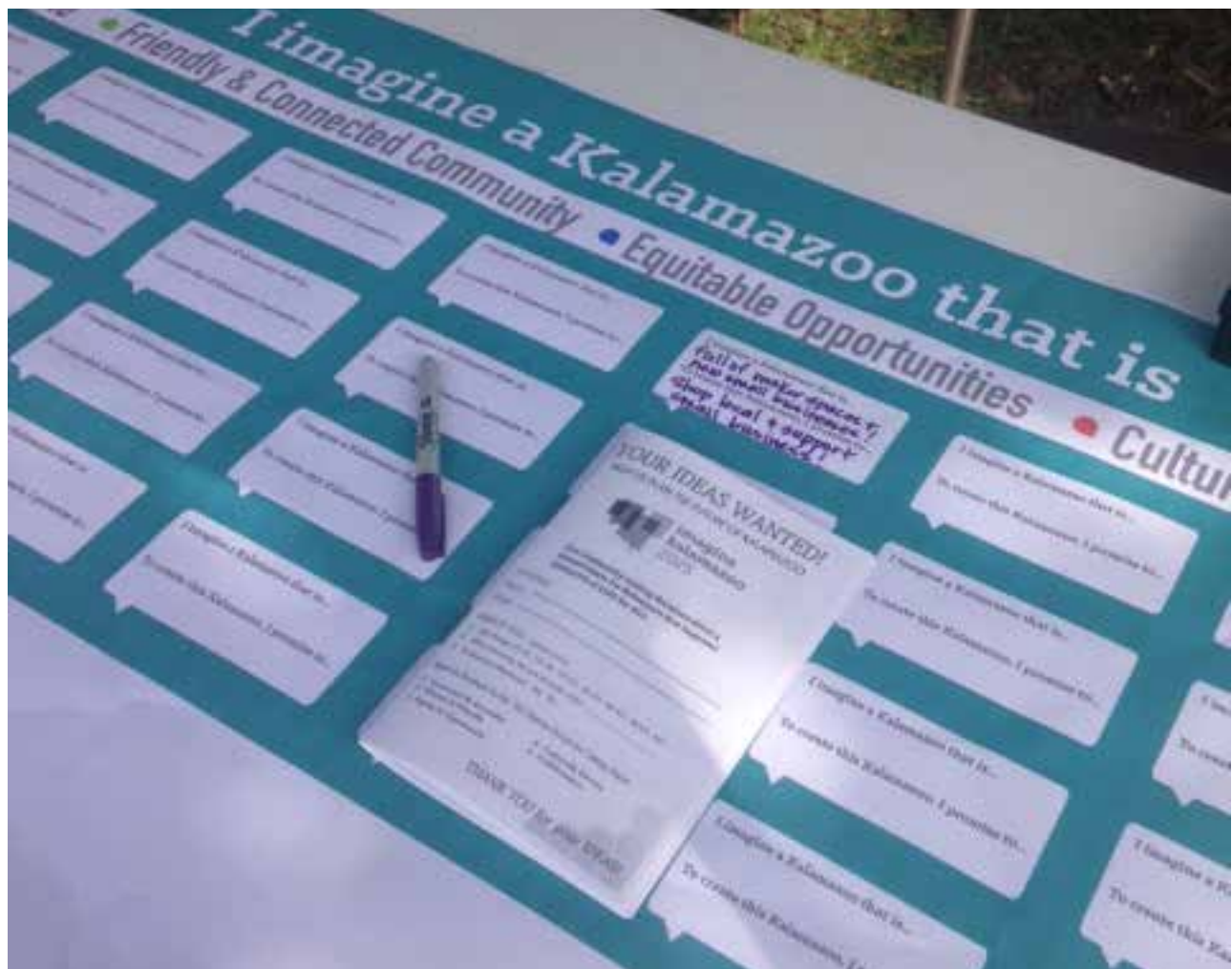
Each phase of IK2025 narrowed the direction of input to create more detailed information to lead to specific action. The plans all relate to one another to create a holistic implementation strategy.

The Strategic Vision states the goals for the entire city.

The Master Plan creates policy direction for land use and zoning to implement the Vision.

The Neighborhood Plans give specific direction on where, what, and when it is done in each geographic area.

More than 3,500 community voices have given input on the opportunities, challenges, and direction they feel the city faces. Ideas about policies, investments, and how to achieve the goals set forth have been voiced at open houses, community picnics, art hops, and online surveys. Questions ranged from opportunity to challenge and what were the barriers to achieving the overall vision for the city.



Background

Where have we been?

In 2003, the City Commission approved the Blueprint for Action: A Strategic Plan for the City of Kalamazoo after an extensive process that used the 1998 Comprehensive Plan as its foundation. The Blueprint for Action plan has served the city well in providing guidelines for prioritizing City actions and allocations and has been updated several times over the last decade.

In 2014, the City Commission and Administration held a public retreat that produced the following five priorities to guide the city's work for a three-year period under the leadership of its new City Manager, Jim Ritsema:

1. Create Long-Term Stability/Sustainability Given New Realities
2. Building a New Organizational Culture by Engaging the Workforce in Developing a High Performing Organization
3. Creating a Shared Vision/Future Direction Based on Authentic Community Engagement
4. Continuing to Provide Exceptional Core Services
5. The Kalamazoo City Commission Will Take a Leadership Role in Fostering Collective Action to Reduce Unacceptable Poverty, Especially of Children, in the City of Kalamazoo.

Priority #1: Long-Term Stability/Sustainability

The City adopted four strategies to work towards greater long-term stability: control legacy costs; adopt an innovative budget process that addresses budget constraints; advocate for intergovernmental strategies; and finally, have a productive discussion around sustainable revenue for the city that fixes the broken model that is created by Michigan's current law.

Legacy Costs:

The Legacy Cost Task Force, including administrators, labor and citizen representatives, and business leaders, spent six months and almost 2,000 collective hours in 2014 to study the problems of legacy costs related to retiree health care and workable solutions to manage the issues. The City Commission accepted the Task Force's recommendations in September 2014, most notably the issuance of Other Post-Employment Benefits (OPEB) Bonds to finance roughly 75% of the existing liabilities, which will produce estimated savings in excess of \$100 million over 30 years. Following City Commission approval in December 2014, OPEB Bonds were issued in January 2015. The new fixed debt service was combined with fixed annual contributions to the OPEB Trust Fund to fully fund the city's retiree health care liabilities and future benefits. This plan also effectively capped retiree health care expense inflation, limiting the cost to the city's operating funds and taxpayers. Another

key Task Force recommendation was for the City to work collaboratively with retirees and current employees to identify cost containment strategies, not only including plan design but also wellness initiatives which can create positive change in the culture of health care utilization.



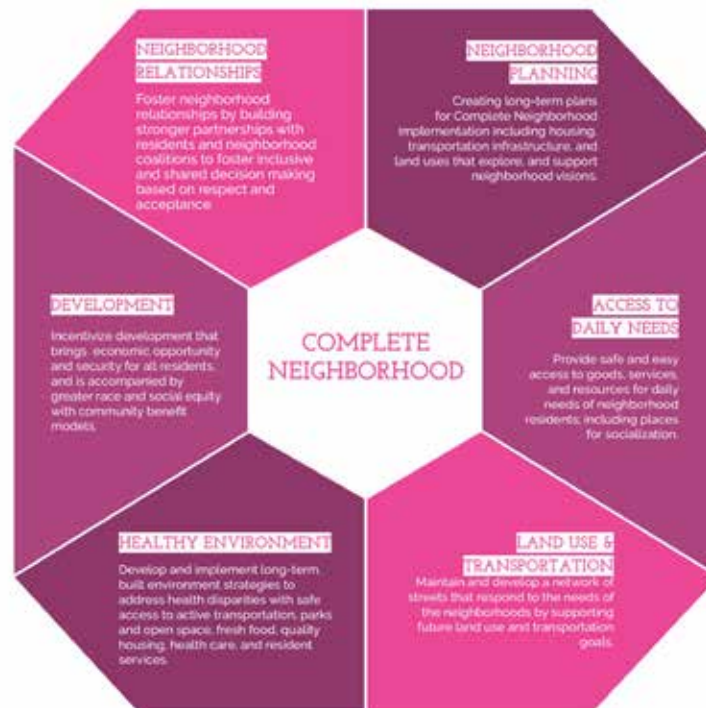
Priority-Based Budgeting (PBB):

The Administration instituted Priority-Based Budgeting in 2015 in order to evolve the way that we allocate resources, beginning with the FY 2016 budget process. Instead of abstract line items, compartmentalized, bureau-centric thinking, and incremental budget cuts, PBB provides a tool that refocuses decision-making around well-defined programs and results, which are prioritized to maximize scarce resources for the results most needed by our community. PBB also involves continuous improvement by way of new technologies, better organization, and leveraging partnerships or handing off functions to other overlapping entities, in order to lower costs and improve outcomes. The extensive engagement process to develop the IK2025 Strategic Vision and Master Plan process has resulted in new goals and

directions that will be incorporated into PBB that will allow the city to allocate resources to existing and new programs to achieve the community's vision using the PBB process.

- Identifies goals that are most important to our community
- Identifies current and future city programs and projects that will achieve community goals
- Evaluates those programs based on their influence in achieving the goals that have been identified as most important
- Allocates resources based on these results

Instead of creating a line-item budget per division and work group whereby it was difficult to determine the entire cost of a project or program, PBB allows staff and citizens alike to see the full cost of various types of programs that



Source <http://www.pbbcenter.org/>

the City conducts, such as “pothole repairs” or “park maintenance.” PBB evaluates programs by community results, those goals that the citizenry have indicated are of the highest value, and by governance results, those goals that governmental organizations across the United States indicate are of highest value. The complete PBB Goal Maps are located in the Appendix.

Sustainable Revenue

The City has been highly dependent on local property taxes and State Revenue Sharing in order to support the city's General Fund. These sources of revenue have not kept pace with the public's need for service and infrastructure. To address this issue, in 2015 the Administration convened a Blue Ribbon Revenue Panel (BRRP). Comprised of community and business leaders, the BRRP recommended the following options after an extensive study: County-wide Emergency Dispatch, County-wide Law Enforcement Millage, Development Infill, County-wide Water and Wastewater Authority, and Sell or Lease Some/All of Parking System.

Following the completion of the BRRP, the City moved forward on a number of the panel's recommendations; however these recommended approaches did not address the underlying structural deficiency of the General Fund's existing revenue sources, principally property taxes and State Revenue Sharing. Although the Revenue Panel did not recommend an income tax, the

Administration investigated this option as it was the one available solution that had the potential to meet the city's structural revenue needs. To proceed, an income tax would need to be placed on the ballot by the City Commission and approved by the voters. In response to this uncertainty, the Mayor and City Manager approached philanthropic leaders in the community to explore their willingness to donate sufficient dollars to a new foundation that would provide the revenue that the City needed to stabilize its budget and make strategic investments to inspire economic growth. These discussions resulted in the creation of the Foundation for Excellence.

The Foundation for Excellence

The Foundation for Excellence (FFE) is a unique innovation by the City of Kalamazoo and private donors to address systemic challenges to the prosperity of the city and all residents. The FFE provides funds to the City of Kalamazoo in order to stabilize the city's budget, to lower its property tax rate and to pay for significant aspirational community projects each year, in perpetuity. This fulfills the goals of the City Commission's Five Priority Plan that addresses underlying structural deficiencies of the city's General Fund identified by the Blue Ribbon Revenue Panel in 2015.

The FFE is being incorporated as a charitable organization independent from the City of Kalamazoo. Unlike many traditional foundations

that offer competitive grants, the FFE will work alongside city operations and programs in strategic partnership with organizations whose mission and work aligns with the goals and directions of Imagine Kalamazoo 2025. IK2025 is built around the city's deep investment in broad community involvement and collaboration to offer a pathway to improve life for all residents of Kalamazoo.

FFE Memorandum of Understanding

A two-part Memorandum of Understanding was formed between the City and FFE's Lead Donors and approved by the City Commission in October 2016 with the following stipulations:

2017 – 2019: the FFE will provide \$70.3 million to the City for the following:

- Lower the City's General Operating Millage from 19 to 12 mills (at a cost of \$10.9 million per year)
 - Provide \$3.8 million to the General Fund to alleviate fiscal deficits
 - Allocate \$10 million in each of the three years for "Aspirational Projects," based on the results of the IK2025 process, which may include, but is not limited to:
 - ◊ Address generational poverty, promote youth development, and remove barriers to employment
 - ◊ Address infrastructure and improvement/maintenance needs
 - ◊ Implement neighborhood improvement efforts and projects which re-imagine and reinvest in public spaces to attract and connect people
- ◊ Actively promote the goal of having the FFE fully endowed by June 30, 2019.
 - ◊ The City, for its part, commits to:
 - ◊ Lower the City's General Operating Millage from 19 to 12 mills
- Explore further budgetary savings that may be realized by shared service delivery with regional municipal, post-secondary school institutions, and private partners
 - Develop best practices and measures intended to show the impact of the donations on the efforts and initiatives of the City to achieve the Five Priorities for the future direction of the community.



This diagram captures the cycle of activities that allow the City to strive for excellence in fulfillment of IK2025's goals and directions.

The activities include:

1. Community Goals, Programs and Projects informed or defined by the IK2025 process
2. Resource allocation via City Commission approval employs Priority Based Budgeting to maximize impact of city resources towards the implementation of IK2025.
3. Funds allow for a balanced Budget, Property Tax reduction, and Aspirational projects via Foundation for Excellence
4. Aspirational projects are executed alongside core City services with strategic partners
5. A Community Scorecard comprises quantitative and qualitative measures of progress to ensure accountability to the implementation of community vision.
6. The cycle begins again, informed by and improved from the previous year

Priority #2: Engaging the Workforce in Developing a High Performing Organization (HPO)

“We define a High Performance Organization as one which achieves outstanding results by clarifying its strategy, aligning processes, structures and systems to that strategy, and by making each person a contributing partner in the business.” - Center for Organizational Design

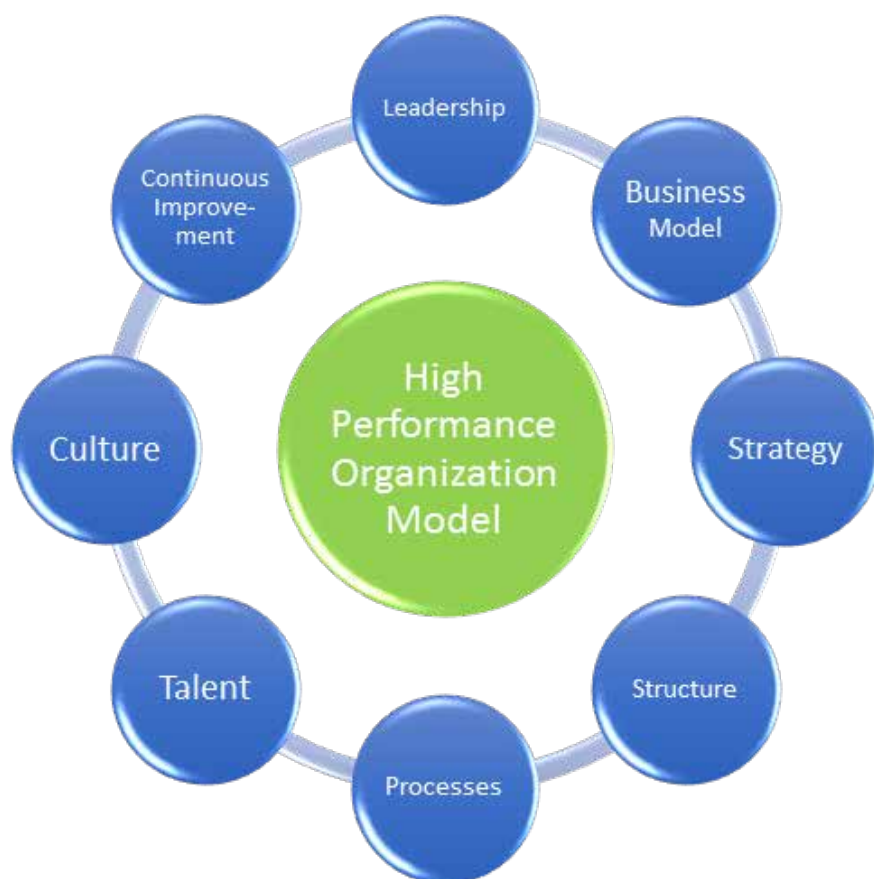
Following the adoption of this goal in 2014, a team of staff developed three sub-goals under the #2 City Commission Priority of Organizational Development:

1. Strategic Alignment Plan/Workforce Realignment
2. Optimize the Talent of the Workforce
3. Foster a High Performance Culture/Expectation Across the Organization

In addition to significant work on the city's finances that involved addressing legacy costs and additional revenue, substantial work was completed to align the workforce with new priorities. The city has focused more intently on building a high performance organization (HPO), which has been identified as a governmental best practice by the International City/County Management Association. The city chose to adopt the Humanergy HPO model which includes the following areas of internal organizational focus: leadership, business model, strategy, structure, processes, talent, culture, and continuous improvement. Each focus area is comprised of three questions which are posed to the organization periodically for measurement. A baseline survey of

employees was conducted in 2015, which resulted in a concentrated effort to focus on four of the eight areas for the next two years. Culture, Talent, Business Model, and Structure were the initial areas of greatest concern.

With the roll-out of PBB, the volume of suggestions, efficiencies, and new projects and programs being researched and suggested by staff, citizens, and elected officials has grown. The city will conduct another employee survey in late 2017 to determine progress within each of the eight focus areas. Additionally, staff will use the PBB model annually to prioritize internal programs, focusing attention and energy on the work ahead. To complement this process, supervisors and managers will continue training in professional development and leadership, implementing Lean Sigma strategies, and providing customer service training to every employee.



Source: Humanergy High Performing Organization Model

Priority #3 Creating a Shared Vision/Future Direction Based on Authentic Community Engagement

Imagine Kalamazoo 2025 (IK2025) was created to meaningfully engage our community in decisions that shape our collective future. IK2025 refers to the process to develop a new strategic vision and update the Master Plan; however, the city also envisions utilizing Imagine Kalamazoo 2025 as an approach to guide future public participation. Additional information regarding IK2025 is included in subsequent sections within this document as well as the Public Participation Policy in the Appendix.

Priority #4 Continuing to Provide Exceptional Core Services

City teams are utilizing Lean Six Sigma practices to become more effective and efficient. City staff has a renewed commitment to research and incorporate best practices into core services identified through IK2025. Additionally, IK2025 progress will be tracked through a Community Scorecard that uses qualitative and quantitative data to measure results.

Priority #5 The Kalamazoo City Commission Will Take a Leadership Role in Fostering Collective Action to Reduce Unacceptable Poverty, Especially of Children, in the City of Kalamazoo.

Shared Prosperity

Shared Prosperity Kalamazoo (SPK) started as a City Commission priority to acknowledge and respond to the needs of the community's struggling youth and families. SPK is an ambitious vision to transform our community into a place where every adult and child prospers, a place where residents are aware of their opportunities, and a place where there are systems in place to support the growth and prosperity of residents as they take advantage of those opportunities.

The goals of SPK are to:

- Promote the healthy growth, development and learning of children
- Increase access to well-paying jobs
- Promote strong, economically secure families
- These goals are accomplished when there is:
 - ◊ Shared place—where families prosper, the city prospers.
 - ◊ Shared purpose—by developing and

strengthening individual, intellectual, social, cultural, political, institutional, and financial assets within our community.

- ◊ Shared partnerships—where there is community driven innovation and organizational collaboration.
- ◊ Shared prosperity—will occur as community wealth is built upon shared place, purpose and partnerships.

SPK envisions driving action with holistic decision-making based upon best practice research, local data, and community expertise and voice. The City of Kalamazoo will take advantage of the ground work laid by communities all over the country that have themselves taken on the challenge of improving the lives of their citizenry through the shared prosperity framework. The vision of SPK is not limited to only growing financial assets. The definition of an asset is a useful or valuable thing, person, or quality. Everyone has assets. Everyone has qualities that are valuable and useful to our

community. It is important that people are given more opportunities to grow whatever assets they possess and gain whatever assets they need to be successful. Additional information is discussed in the Strategic Goals and Appendix.

Priorities to Strategic Goals

The five City Commission priorities helped shape the development of the IK2025 process and High Performing Organization work and will continue to define our future direction. Priority #1: Long-Term Stability/Sustainability and Priority #2: Developing a High Performing Organization will be incorporated into the Good Governance PBB Goal Map. Priority #3: Creating a Shared Vision through

Community Engagement will be embodied in the future Public Participation Plan and Policy. Priority #4: Exceptional Core Services and Priority #5: Foster Collective Action to Reduce Poverty will be incorporated into the implementation of IK2025, specifically through future department work plans (#4) and the Shared Prosperity Action Plan (#5) to be completed in late 2017.



City Commission Priority #3 led staff to create the Imagine Kalamazoo 2025 planning process.

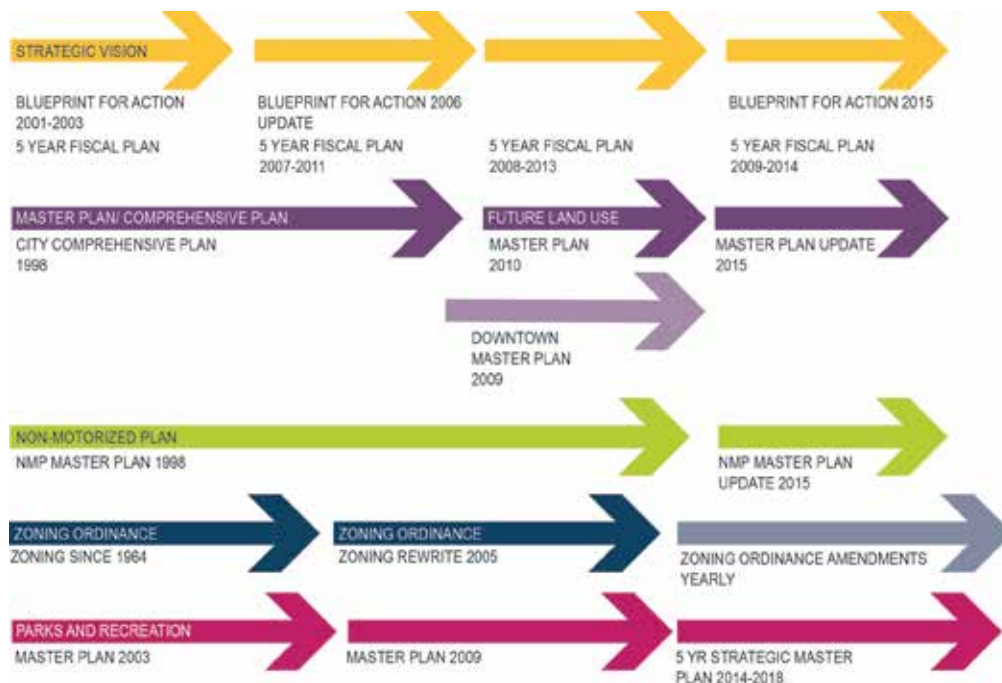
Alignment

Alignment of Planning Process

The process that the city has been using to update various plans allowed many departments to operate on parallel tracks and to develop and implement plans on different timelines. In light of reduced capacity and increasing workloads, staff began asking the following questions:

- How can we line up the work we are doing to make it clearer as to what is and isn't important?
- What are the most impactful actions we can take to achieve our vision?
- How can our actions be directed by our collective vision on daily basis?

Working through these questions helped staff recognize the need for a new structure as part of the comprehensive community vision. This direction exceeded the scope of a Master Plan Update and suggested that an overall strategic vision was warranted.



How previous plans and strategies flow and relate to the daily activities of the City.

Staff reflected on successes and challenges of prior planning processes. Many previous plans stalled on the shelf because they were not connected to the budget or department work plans. This reflection and inquiry led to the creation of the 10:5:1 plan in which the city's ten-year visioning documents will guide five-year plans and policies, and the five-year plans and policies should identify and shape one-year actions necessary to implement strategic vision goals. When a substantial portion of the five-year plans are complete, it will be time to look at the city's Strategic Vision and Master Plan to evaluate the direction that will guide city actions and allocations for the next ten years.

To ensure that activities remain fresh and relevant, and the budgeting process propels continuous improvement in outcomes, the city needs to constantly re-ground itself in the vision and values of organizational leadership and the community at large. The city utilizes a number of collaborative bodies and processes to develop strategic plans, and the 10:5:1 plan will facilitate an unprecedented level of organizational alignment between these plans.



How various plans and strategies flow into the budget and relate to the daily activities of the City.

Vision Alignment

10 : 5 : 1



*Plans are reviewed every five years for accomplishment & relevance. If deemed necessary, an update process would be used to adjust the plans.

The Vision Alignment graphic depicts how:

Ten-year visions (via the Strategic Vision and Master Plan) was informed by an in-depth community engagement process, Imagine Kalamazoo 2025, that asked community to validate or expand upon the Blueprint for Action, the 2010 Master Plan vision and goals, and Priority Based Budgeting results and definitions.

Vision Alignment

The 10:5:1 Vision Alignment framework was established at the onset of IK2025 to guide the process and shape future efforts. Plans updated every ten years are the city's Strategic Plan and the Master Plan. Plans updated every five years are the Housing and Urban Development (HUD) Consolidated Plan, the City Fiscal Plan, the Capital Improvement Plan, the Parks and Recreation Plan, and the Transportation Improvement Plan. One-year plans are the City Commission strategic calendar for work sessions, all board and commission calendars, the annual budget, and departmental and operations plans. All of these directional plans are supported by the Priority Based Budgeting process as well as the Public Participation Process.

Once approved, IK2025 will inform all five-year plans that will direct our land use and zoning actions, Housing and Urban Development (HUD) allocations, Capital Improvement and Fiscal priorities, and Parks and Recreation investments.

On an annual basis, the budget, City Commission Strategic Calendar, Board and Commission work plans, and department work plans will advance and activate the IK2025 vision.

The city's Public Participation Plan (located in the Appendix), includes communication and engagement strategies, will inform each aspect of the 10:5:1 plan.

The Participation Plan will:

- Set common expectations about appropriate levels of participation for various projects, programs, and policies.
- Identify which projects should require the greatest attention on engagement and which should not.
- Ensure that those who are affected by a decision are meaningfully involved in the decision-making process.



www.imaginekalamazoo.com

IK 2025

What is Imagine Kalamazoo 2025 (IK2025)?

IK2025 is about creating a shared vision to enhance quality of life for all. It is about valuing and respecting contributions made by all people who live, work, and play here and believing that this diversity strengthens Kalamazoo. It is about continuous community engagement.

To ensure that IK2025 was meaningfully shaped by our collective vision, staff developed innovative ways to engage and have open dialogue with community members. Previously, staff would invite residents to give input by attending meetings held at a few venues in the city. IK2025 took to the street to engage people where they are. Engagement was created recognizing that the city is not a static place, but one that is changing and growing where everyone can't make it to a meeting in the evening or feel comfortable at government events.

City staff and volunteers traveled around the city and participated in events held in neighborhoods and at local businesses throughout the entire planning process. A new website was created to provide space for people to share their thoughts with the city, to

help communicate the process, and to create a place where the community could catch up on IK2025 happenings.

The planning effort was launched with a generous timeline in the hope of engaging the largest number of community members possible to create the Strategic Vision and update the Master Plan. The future of IK2025 is to keep the community informed on the process of implementation through the website, communications, community meetings, and participating in upcoming events. A new online page called "IK @ Work" will be added to provide these updates.

Imagine Kalamazoo 2025 is more than just a plan, it is an implementation strategy; rooted in a place of continuous community engagement for upcoming projects, policies, and partnerships of every size and scale. Staff has heard loud and clear that communication is key to reaching and supporting a shared vision throughout city projects.

From the start, a not-business-as-usual public engagement process was a critical element to creating Imagine Kalamazoo 2025. With the goal to

create a shared vision to enhance the quality of life for Kalamazoo's diverse community, the public outreach process needed to be equally innovative.

The engagement process constructed to expand opportunities to reach out to the community had five phases: Imagine It, Plan It, Design It, Draft It, and Adopt It. The phases allowed for a process that built upon itself-starting broad and slowly narrowing the focus from the city as a whole to neighborhood then block level. The process, lasting 16 months from January 2016 to April 2017, resulted in an effort well worth the additional time with over 3,500 points of contact made with community members. Working and steering groups were formed to create a broad reach into the community at the beginning of the process. These groups of volunteers were divided under the headings of Transportation, Land Use and Zoning, Neighborhoods, Downtown, Sustainability, and Economic Development and Shared Prosperity.

Groups selected a chairperson, who in addition to being the group leader would also participate on the Steering Group.

Working Group members were engaged throughout the outreach phases helping to facilitate the organization of pop up meetings throughout the city. They also met together to discuss the input and create the survey based on information gathered in the Imagine It phase.

In the Plan It phase, the working group members served as volunteers at two community-wide meetings. Many also served as discussion leaders at the neighborhood meetings held during the Design It phase. The Steering Group was comprised of members from each working group, city boards, and large institutions. The Steering Group met throughout the engagement process, serving as a sounding board for city staff to help share and shape the engagement process.



Imagine Kalamazoo blends the strategy of local data, best practice, and community experience for well-rounded community planning visioning.

The Engagement Process

IMAGINE IT (JANUARY – MAY 2016)

The first phase of the shared vision for the City of Kalamazoo generated themes and the beginnings of strategic goals. Imagine It data was gathered through encouraging group conversation about the city today and the desired City of Kalamazoo for the future. Across Kalamazoo at picnics, art and music hops, neighborhood Egg hunts, and more, residents were engaged in the Imagine Kalamazoo process. Answering questions such as, "I want a city that is ..." and "What is holding the city back from achieving the Vision?" Over 1,400 points of contact were made in the first five months.

Six strategic themes emerged from participants during Imagine It: Connected, Accessibility, Opportunity, Equity, Vibrancy, and Friendliness. These concepts became foundation for the development

of the Strategic Vision. The themes were also used to outline the activities of the second phase: Plan It.

PLAN IT (JUNE – OCTOBER 2016)

The second phase was developed to validate what staff heard through city-wide meetings and ask the community to prioritize goals. Using the Imagine It data as a guide, staff asked the community about their specific desires for great neighborhoods, shared prosperity, economic vitality, balanced transportation, a sustainable city, the downtown, and land use to shape directions and validate themes from Imagine It.

Two city-wide meetings invited participants to shift their Imagine Kalamazoo focus to the neighborhoods in which they live, work, and play. At the first meeting, held at the Northside Association for Community Development (NACD), participants had the opportunity to focus on the neighborhoods



imagine kalamazoo 2025



that they live, work, or play and worship in. Moving around neighborhood-designated tables, participants discussed strengths and weaknesses, including what was missing from the neighborhood. The question was open ended and resulted in discussions ranging from sidewalks, lighting, and bus stops to access to daily needs such as groceries, child care, recreation, housing, and employment opportunities.

Using the information from the first Plan It meeting and the Imagine It input, the second Plan It meeting moved the community forward with priorities discussions. Reviewing the "what's missing" list, participants discussed how to positively act on the issues that arose; specifically those relating to transportation, neighborhood housing, open space, and sustainability.

Additionally, a second survey was distributed during the Plan It phase. Copies were available at the two city-wide meetings, and were also distributed throughout the community. The questions in this survey were developed by staff and working groups based on the need for more specific information from the Imagine It phase.

DESIGN IT (NOVEMBER – MARCH 2017)

At the end of the goal setting phase, Design It dug deeper into the desires from each of the Plan It topics. The information was compiled from the first two phases and taken directly to each neighborhood. At 12 neighborhood meetings, the information was given to the residents for further refinement on maps, photos, and drawings. The input received at these meetings

provides direction for individual Neighborhood Plans and validation of the Strategic Vision goals.

Most neighborhoods had been represented at previously held Imagine Kalamazoo meetings. To further increase representation during Design It, each meeting was planned with the assistance of the neighborhood association and/or interested volunteers, including residents, neighborhood non-profits, churches, and schools. Outreach activities varied in each neighborhood. Distribution of fliers – both posted and hand delivered, postcard mailers, social media (Facebook, Next Door, and Twitter), church bulletins, Parent Teacher Organizations, Kalamazoo Public School Parent/Teacher nights, and neighborhood newsletters were among the methods used to reach out.

Utilizing the common themes heard during earlier phases, neighborhood meeting activities were based on transportation (vehicles, public transit, walking, and bicycling), parks and open space, commercial and residential zoning (uses and form of structures), economic development, and housing. In addition, some neighborhoods discussed defining their neighborhood, where they currently shop to meet daily needs, and what type and where they needed neighborhood amenities. Each meeting was hands-on, asking participants to use markers to draw on maps exactly where they would like to see improvements and where issues currently exist.

DRAFT IT (APRIL – MAY 2017)

Draft themes, goals, and directions were assembled

into a draft document and shared with community members via meetings, focus groups, and one-on-one conversations. Planning staff also reviewed draft language with department directors and other city staff to get feedback and additional information.

ADOPT IT (JUNE – JULY 2017)

Staff presented themes, goals, and directions at the June Planning Commission meeting. The draft document was presented to City Commission on June 19, 2017. The City Commission will consider the final version at the July 17, 2017, meeting.

How was the data analyzed?

To help inform the development of the Imagine Kalamazoo 2025 Strategic Goals and Directions, staff engaged a consulting firm, Public Agenda (PA), to analyze the qualitative and quantitative data gathered in the Imagine It and Plan It stages of the IK2025 process. In the summer of 2016, PA transcribed the

Imagine It data and coded the transcript based on the themes and, more loosely, on the principles identified in the strategic vision guiding principles document.

The analysis significantly contributed to the development of the values presented during the Plan It phase. In the spring of 2017, PA analyzed data generated in all of the meetings associated with the Plan It phase and looked again for common themes and ideas. That input was compared with the data from the Imagine It phase, assigned each of the most frequently cited items to a Strategic Goal, working through different combinations of goals and categories, and formulated a list of proposed Strategic Goals. PA then sifted through the goals and directions again, assigning each one to either the Master Plan or the four other affiliated plans, to determine whether there were any gaps or redundancies in the plans for implementing IK2025 ideas.



Community Wide Survey

To ground community input with statistically significant sampling, the city enlisted the assistance of the National Research Center, Inc. to conduct a National Citizen Survey™ (NCS). A recognized best practice by the International City Managers' Association, The NCS report assesses the "livability" of Kalamazoo, meaning that the community is not simply habitable, but that it is desirable; it is not only where people do live, but where they want to live. Great communities are partnerships of the government, private sector, community-based organizations, and residents, all geographically connected. The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance, and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment, and Community Engagement). The Community Livability Report indicates the opinions of a representative sample of 291 residents of the City of Kalamazoo with a 6% margin of error for the entire sample. Highlights from the Livability Report are listed below, and the entire report is included as an Appendix.

NCS Survey Results Summary

Residents in Kalamazoo enjoy a high quality of life. Almost three-quarters of residents rated their quality of life as excellent or good and even more would recommend living in Kalamazoo to someone who asks. At least three in five respondents rated the overall image and reputation of Kalamazoo favorably

as well as rating their neighborhood positively as a place to live and a place to raise children.

These positive ratings were reflected in residents' decision to remain in Kalamazoo for the next five years. Further, to ensure a continued high quality of life, residents identified Friendly, Collaborative, and Opportunity as key attributes to inspire future planning and would be interested in participating in additional surveys and neighborhood gatherings to help guide that planning.

Safety is a priority for the community.

Residents identified Safety as an important priority for the city to focus on in the coming two years. While only about half of residents felt safe overall, the vast majority of residents felt safe in their neighborhoods and in Kalamazoo's commercial areas. Additionally, Safety services fared well, with at least seven in ten respondents rating police, fire and ambulance/EMS services favorably. In addition to identifying Safety as a focus area, over 80% of residents indicated safe community (law enforcement and emergency response, safe transportation, building and housing) should be a high priority for Kalamazoo's City Commission, perhaps motivated by lower than average ratings for the overall feeling of safety in the community.

Residents value Economy and emphasize its importance.

In addition to Safety, residents would like the City to focus on aspects of the Economy in the coming two years. Overall, Kalamazoo's economic ratings

were similar to those in other communities across the U.S. About 4 in 10 respondents felt the overall economic health in Kalamazoo was excellent or good and almost all residents supported the local economy by making purchases within the City. Unlike most communities in the national, a majority of residents surveyed worked in Kalamazoo. Finally, about three-quarters of residents felt economic vitality (business recruitment, property revitalization, downtown experience) should be a high priority for the Kalamazoo City Commission.

Community Characteristics: What makes a community livable, attractive and a place where people want to be?

Overall quality of community life represents the natural ambiance, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community.

- In the case of Kalamazoo, 76% rated the City as an excellent or good place to live which is similar to ratings in other communities across the nation.
- Ratings for Kalamazoo's overall image and Kalamazoo as a place to raise children were similar to the national benchmark with about 6 in 10 respondents rating these aspects positively.
- Residents rated their neighborhood as a place to live, the city as a place to retire and overall appear less favorably when compared to other communities in the U.S.

Delving deeper into Community Characteristics, survey respondents rated over 40 features of the community within the eight facets of Community Livability. Overall, ratings for Community Characteristics tended to be similar to the national benchmark.

- Ratings for Mobility, Built Environment, Economy, Recreation and Wellness, and Community



Engagement were all similar to other communities with at least 4 in 10 residents rating each aspect positively.

- The facets of Safety and Natural Environment each received ratings either similar to or lower than the national benchmark. Ratings for Education and Enrichment were mixed.

Governance: How well does the government of Kalamazoo meet the needs and expectations of its residents?

The overall quality of the services provided by Kalamazoo as well as the manner in which these services are provided are a key component of how residents rate their quality of life.

- Residents' ratings for Kalamazoo's overall quality of services were similar to the benchmark with 58% of residents rating them as excellent or good.
- About 3 in 10 residents gave favorable ratings to services provided by the Federal Government, a rating that was also similar to other communities.

Survey respondents also rated various aspects of Kalamazoo's leadership and governance. Measures for these aspects were all similar to the national benchmark.

- The highest rated among these were overall

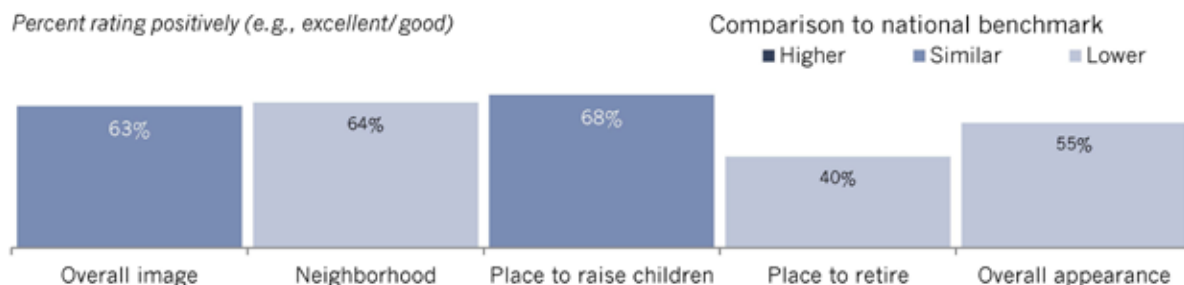
direction that Kalamazoo is taking, acting in the best interest of Kalamazoo and customer service.

- Respondents evaluated over 30 individual services and amenities available in Kalamazoo. The majority of individual services were rated positively by at least half of residents.
- Services within the facet of Safety and Education and Enrichment had some of the highest ratings and tended to be similar to the benchmark.
- Ratings for Mobility and Natural Environment tended to be lower in rating and in comparison to other communities.
- Ratings for Built Environment, Economy and Community Engagement were also rated positively by at least 4 in 10 residents. Most of the services within these facets received ratings on par with national comparisons, save for code enforcement and cable television, which were lower.

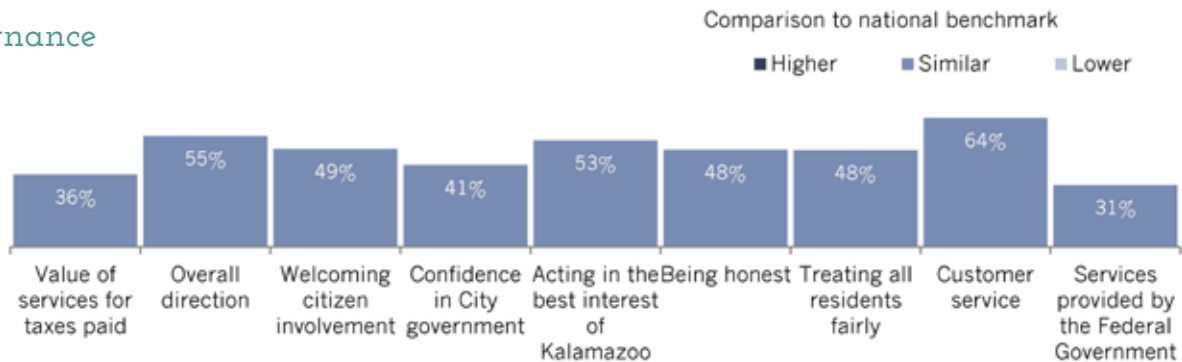
Participation: Are the residents of Kalamazoo connected to the community and each other?

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community, a shared sense of membership, belonging and history.

Community Characteristics



Governance



- A majority of residents (58%) indicated that sense of community in Kalamazoo was excellent or good, a rating similar to the benchmark.
- Close to 8 in 10 residents would recommend living in Kalamazoo to someone who asks and about three-quarters of residents plan to remain in Kalamazoo for the next five years.
- About 4 in 10 respondents indicated they had contacted a Kalamazoo City employee in the last 12 months.

The survey included over 30 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Rates of participation varied across the different facets and tended to be similar to the benchmark.

- Levels of engagement within the Economy, Education and Enrichment and Community Engagement received ratings similar to or higher than the national benchmark.
- Participation rates for Safety and Natural Environment were similar to or lower than in other communities.

- Survey participants reported similar levels of participation within the facets of Mobility, Built Environment and Recreation and Wellness.

The City of Kalamazoo included three questions of special interest on The NCS. City staff sought feedback from residents regarding Kalamazoo's identity, methods for soliciting feedback and priorities for future planning. When asked which attributes residents would use to describe their vision of Kalamazoo's future, a majority of respondents felt all of the following traits were desirable for the community: Opportunity, Vibrant, Accessible, Friendly, Collaborative, Equity, Connected, and Diversity. However, Friendly, Collaborative and Opportunity garnered slightly higher proportions of residents in strong agreement with these attributes.

The survey asked residents to rate priorities for the Kalamazoo City Commission utilizing current Priority Based Budgeting Goals. Respondents indicated a safe community, economic vitality and environmental responsibility should be high priorities for City

Commission. Recreational, Educational and Cultural Opportunities and Transportation and Mobility were the lowest rated priorities.

While the analysis and overall findings from The NCS were meaningful and insightful into the aggregate feelings and thoughts of all Kalamazoo citizens, City staff saw potential for a deeper dive into the results. Staff requested access to the individual, anonymized survey results in order to conduct a detailed, population-subset analysis utilizing personal characteristics from the survey as a means to understand how various subsets of the Kalamazoo population responded differently to the questions in The NCS. This subset analysis allowed staff to examine how responses differed for subsets of Kalamazoo's population in the following ways:

Age

- People under 35 had a better rating for employment opportunities and are more likely to attend community meetings.
- People between 35 – 55 are more likely to use Kalamazoo parks and attend design workshops.
- People over 55 had better opinions on the natural and built environment, health and wellness, sense of community and availability of affordable food and healthcare.

Race

- Nonwhite population indicated feeling less safe in Kalamazoo, find it harder to get to places, and have a worse opinion on natural environment, health and wellness, economic health, sense of community, overall appearance, opportunities to attend cultural activities, and on Kalamazoo's



overall openness/acceptance of diversity.

- Nonwhite population has a worse opinion of the quality of services provided by the City and the overall direction Kalamazoo is taking.
- White population responded that they are more likely to contact the City for help, attend community meetings, design workshops, or city events and less likely to use public transportation or the public library.

Tenure

- Renters feel less safe in Kalamazoo, have a worse opinion on the availability of quality affordable housing, and are more likely to contact the City for help and attend design workshops.
- Owners are more likely to stay in Kalamazoo for the next five years and have better opinion on quality of K-12 education.
- Income
- Higher Income residents indicated a better opinion on quality of K-12 education and have better opinions on cultural activities.
- Lower income residents have a better opinion about shopping opportunities in the city and felt worse about Kalamazoo's cost of living.
- Length of Resident
- Newer residents feel less safe in Kalamazoo and have a worse opinion on economic health.
- Longer term residents have a better opinion on overall appearance, quality of K-12 education, and education opportunities.

Health

- People in poorer health reported feeling less safe,

are less likely to stay in Kalamazoo for the next five years, and have a worse opinion on availability of affordable housing, economic health, and employment and shopping opportunities.

- People in better health felt better about the city's cost of living, overall appearance, and cultural activities.

Likelihood of voting in an election

- People voting less often are more likely to contact the City to express an opinion, less likely to attend community meetings, and feel less safe in the city,
- Those who vote more have a better sense of community in Kalamazoo and have better opinion of the quality of K-12 education.



Strategic Goals

Strategic Goals

Shared Prosperity	Abundant opportunities for all people to prosper.
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	Creating a safe environment for living, working, and playing.
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	Growing businesses and stabilizing the local economy to the benefit of all.
Good Governance	Ensuring the City organization has the capacity and resources to effectively implement the community's Strategic Vision in a sustainable way.

How to use this document:

In this document, each Strategic Goal is listed below along with the various City plans that are essential to successfully implementing the Goal. Then there is a general description of the Strategic Goal in context of the community's voice. Finally, there is a list of directions that suggest specific actions to be taken to implement the goals, and a list of metrics that will be used to measure the progress and/or impact of each Goal.

Strategic Goals

Strategic Goals are the City's guide to help shape the future direction of the City, and provide a framework from which all other City plans are created. Specifically, these Goals provide direction to anyone working in the City on projects or policies. Further, the Goals help shape the work of City staff as they seek to collaborate and streamlined internal operations, and represent and respond to community's needs. Because all of the Strategic Goals were created through the Imagine Kalamazoo 2025 initiative, these Goals will be incorporated fully into the Priority Based Budgeting Process. The Goals are:

GOAL: Shared Prosperity - Abundant opportunities for all people to prosper.

Implementing Plans: Master Plan; Shared Prosperity; Consolidated Plan; and Parks & Recreation.

Youth. Family. Jobs. Shared Prosperity ensures that youth (ages 0-25) and their families of all cultures, ethnicities, abilities, and economic backgrounds have the support and opportunities to thrive.

Achieving this goal requires focus and collaboration among a spectrum of partners including educational institutions, businesses, public agencies, and community non-profits to reduce income inequities and identify and address policies that create inequity. Shared Prosperity involves a strong focus on family support, wealth building, and coordinating wraparound services.

Directions

RETURNEE RE ENTRY Coordinate services and resources to support people returning from prison.

FAMILY Coordinate services to address basic needs and well-being, including transportation, housing, childcare, and financial capability.

COMMUNITY PARTNERSHIPS Establish networks to act, connect, advocate, and cross-pollinate ideas across sectors, and establish common goals and metrics to measure success.

EDUCATION Provide high-quality education/resources to prepare residents for diverse employment opportunities and career advancement.

WORKFORCE DEVELOPMENT Eliminate barriers to employment, increase access to vocational training, and increase soft skills of job seekers.

ENTREPRENEURIAL OPPORTUNITIES Support, mentor, and grow entrepreneurs through financial support, incubation, and education.

EMPLOYEE RESOURCES Assist employers with innovative strategies to meet the needs of prospective workers in the City of Kalamazoo, as well as their current employees.

Metrics:

- A. Income gap between persons of color and overall population
- B. Housing affordability, especially for cost burdened renter households
- C. Underemployment, employment, and unemployment rates
- D. Poverty rate

GOAL: Connected City - A City networked for walking, biking, riding, and driving.

Implementing Plans: Master Plan; Shared Prosperity; HUD Consolidated Plan; Parks & Recreation; Climate Action; Asset Management, and Transportation Improvement Plan.

The Connected City provides a framework to improve human and environmental health by creating safe and complete neighborhood centers, encouraging active transportation, and providing better access to services and destinations across the City. This Goal embodies the concept of connecting neighborhoods with land use, community economic development, housing, infrastructure, and transit. A Connected City is one that promotes well defined outdoor spaces that can easily accommodate people and are well-incorporated with connecting buildings and spaces.

Directions:

NON-MOTORIZED TRANSPORTATION - Develop and maintain a complete network of pedestrian and bicycle infrastructure of trails, bike lanes, sidewalks, crosswalks that focuses on seamless connections between the various transit options.

NETWORK STRATEGIES - Maintain and connect roads, sidewalks, and paths to reduce vehicle miles traveled and expand connective access to neighborhood amenities.

PUBLIC TRANSPORTATION - Provide an expansive public transportation system that is safe, reliable, accessible, affordable, efficient, and flexible.

ACCESSIBILITY - Ensure that City streets, sidewalks, and bus stops are accessible for all residents regardless



of the weather, including those with limited mobility or who use mobility-aids including walkers, scooters, and strollers.

WAY FINDING - Ensure that residents and visitors can safely find their destinations throughout the City through easily understood signage, pavement markings, and route configurations that are applicable to various modes of transportation.

Metrics:

- A. Reduction or increase of bicycle and pedestrian trips
- B. Reduction or increase of vehicle miles traveled
- C. Addition of new sidewalks, bike lanes, trails, and other non-motorized infrastructure
- D. Trips made with public transit
- E. Satisfaction surveys of transportation users

GOAL: Inviting Public Places - Vibrant streets, exceptional parks, and welcoming activities.

Implementing Plans: Master Plan; HUD Consolidated Plan; Parks & Recreation; Climate Action; and Asset Management.

Inviting Public Places encourage the integration of nature into neighborhoods throughout the City. With place-making that speaks to each neighborhood, public places are planned with inclusive activities that invite the community to come together along streets, in parks and plazas, and within neighborhood centers. Public spaces must be designed to: consider the nearby physical environment and the needs of the community; and link green ways and blue ways throughout the City to create an accessible network that foster welcoming activities and opportunities for the community to access nature.

Inviting Public Places encourage innovative street design that expands the role of streets as public spaces so that they can also be flexibly used for multiple activities such as markets, festivals, or street parks.

Directions:

STREETS AS PUBLIC REALM - Create vibrant streets that foster activity and link people and places together to encourage walking, commerce, and socialization.

PLACEMAKING - Incorporate art and cultural activities with the intention of creating public spaces that promote people's health, happiness, and well-being.

ARTS & CULTURE - Create artistic and culturally significant gatherings throughout the city that bring the community together.

INVEST IN PARKS & RECREATION - Provide and maintain diverse, inviting, and accessible parks, green spaces, and public recreation facilities, including management of trees.

COMMUNITY PARTNERSHIP - Encourage diverse and far-reaching community partnerships that increase and expand our artistic and cultural offerings for the community.

INCLUSIVE PROGRAMMING - Provide and support the availability of high-quality, affordable recreational programming and activities that appeal to people of all ages, abilities, and backgrounds.

Metrics

A. Percentage of green space by population size (to predict where new parks are needed)

B. Investment in Parks and Recreation per capita

C. Trees planted along streets

GOAL: Environmental Responsibility - A green and healthy City.

Implementing Plans: Master Plan; HUD Consolidated Plan; Parks & Recreation; Climate Action; Asset Management; and Transportation Improvement Plan.

Environmental Responsibility ensures that investments and planning reflect thoughtful urban design that can both preserve and enhance the City by conserving energy, water, and natural resources now and for future generations. This includes creating well-defined walkable neighborhoods that have access to nature, active parks, streets, and public spaces. Other key components include: protecting our sources of drinking water, lakes, and streams; protecting land for local food production; creating adaptation strategies; protecting and expanding the tree canopy throughout the City; and actively encouraging sustainable community redevelopment. This work involves remediation of lead lines, rehabilitating homes, implementing weatherization and green building practices. All of these actions together can help preserve and enhance neighborhood housing stock, encourage efficient use of land, and enable a culture of conservation.

Directions:

WASTE MANAGEMENT - Provide trash collection and solid waste management services that encourage community-wide recycling, reuse, and reduction of waste.

RESPONSIBLE REDEVELOPMENT - Encourage sustainable community redevelopment and rehabilitation practices that address blighted buildings, and preserve and protect historic properties.

EFFICIENT PUBLIC TRANSPORTATION - Invest in an environmentally responsible public transit network that meets the needs of the community.

WATER MANAGEMENT - Manage groundwater, stormwater, and wastewater safely and responsibly to minimize

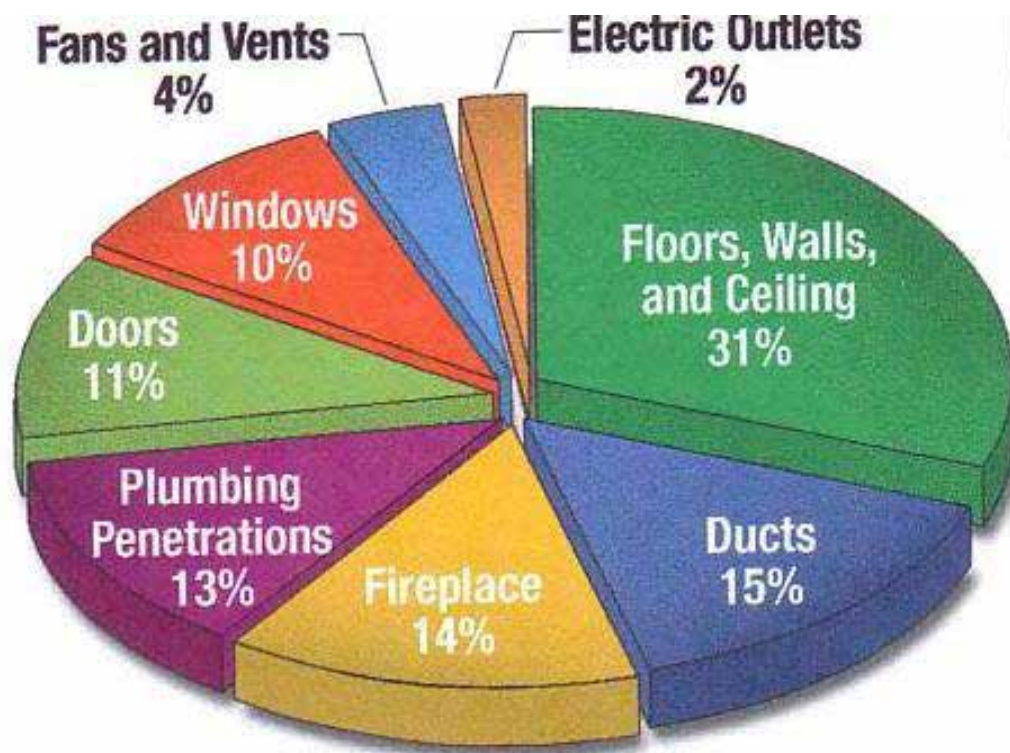
pollution and ensure reliable access to clean, safe drinking water.

HEALTHY FOOD ACCESS - Expand residents' and businesses' access to locally grown, procured, and processed food through urban agriculture, food business development, farmers' markets, and local policy strategies to protect food security.

SUSTAINABILITY & CONSERVATION - Promote conservation of natural resources by incentivizing and implementing sustainable practices, energy efficiency, and alternative energy solutions; provide education and leadership to ensure natural resources are preserved for future generations.

Metrics:

- A. Tons of waste disposed per resident per year by type
- B. Tons of restaurant and grocery store potential waste captured for use in food assistance or for compost
- C. Tons of recycling per resident/business – percentage waste recycled or composted
- D. Percentage of land preserved for floodway or natural habitat
- E. Number of community gardens
- F. Greenhouse gas emissions increase and reduction city-wide; tracked with ICLEI
- G. Renewable energy used by City facilities



GOAL: Safe Community – Creating a safe environment for living, working, and playing

Implementing Plans: Master Plan, Shared Prosperity, HUD Consolidated Plan, Parks & Recreation, Climate Action, Asset Management, Transportation Improvement Plan

The city will continue to invest in new and existing facilities that contribute to public health and safety. It provides a utility system that responds to increasing growth, changing technology, and additional demands on limited facilities. The city addresses blight and resident safety and needs through strategic planning and partnerships. Educational opportunities are available that teach home repair and contribute to financial stability for home owners and renters. Neighborhood coalitions are supported to foster organization and communication with residents for inclusive and shared decision making. The city invests in safety for the most vulnerable road users, such as pedestrians, bicyclists, and transit users.

Directions

NEIGHBORHOOD ASSISTANCE - Proactively reinvest in neighborhoods through support of programs to help residents fix, rehabilitate, and stabilize homes through critical home repair assistance, educational programs,



and weatherization.

LAW ENFORCEMENT & EMERGENCY RESPONSE - Ensure prompt response to calls for service across the city through data analysis; Ensure that the Kalamazoo Public Safety Department is a "go-to" community asset that is well-trained, equipped, accountable, transparent, and respected.

COMMUNITY ENGAGEMENT - Encourage a sense of shared responsibility for personal safety by educating, involving, and engaging the community in identifying and addressing safety concerns.

SAFE TRANSPORTATION - Maintain the transportation network to ensure that community members can travel between spaces safely and efficiently in any mode of transportation.

SAFE BUILDING & HOUSING - Enforce regulations to ensure that homes and public spaces are structurally secure, clean, visually appealing, and promote community members' well-being.

WATER MANAGEMENT & DELIVERY - Maintain reliable utility infrastructure to deliver safe and clean water to all residents and facilitate wastewater treatment and stormwater management.

Metrics

- A. Crime rates by type and location
- B. Resident and visitor perception of safety
- C. Blight cases, code enforcement cases
- D. Rehabilitated and demolished homes
- E. Lead service lines replaced by year

GOAL: Youth Development - A city with places and supports where young people thrive

Implementing Plans: Shared Prosperity; HUD Consolidated Plan; and Parks & Recreation.

The City invests in our community's youth, building their future with resources and services to provide learning experiences and emotional support to grow and thrive. Parents are supported to create stability and growth for their children with structured opportunities for involvement and education. Opportunities are provided for youth leadership and skills development. Partnerships are established to achieve equitable access to education with diverse types of skills such as critical thinking, communication, collaboration – skills directly linked to success in school, career, and life. With the amazing opportunity afforded by the Kalamazoo Promise, the City aims to work strategically with families and community partners to help every youth realize their full potential.

Directions

PHYSICAL & PSYCHOLOGICAL SAFETY - Make resources available to report issues and support

programs to create safety and structure; restore/create community and social centers.

EDUCATIONAL DEVELOPMENT & ATTAINMENT - Strengthen and establish mentoring, tutoring, volunteering, and empowerment programs including vocational and technical opportunities.

SYSTEMIC CONCERNS - Acknowledge and address income and racial disparities in education, economy, housing, and health care.

OPPORTUNITIES FOR SKILL BUILDING - Create cradle to career programs for career exploration and job awareness with an emphasis on life skills, entrepreneurship, and financial capability.

FAMILY SUPPORT NETWORKS - Provide structured programs involving family and community partners that focus on discovery and passion; engage, educate, and support parents to aid in youth success.

BASIC NEEDS -Develop and maintain relationships with coordinated partnerships to provide safe housing, reliable and sustainable food sources, health care, and safe drinking water.

- A. High School graduation rates by race, ethnicity, income level, and neighborhood area
- B. Youth employment rates.
- C. Pre- and post-program participant evaluation.
- D. Health indicators such as childhood obesity, chronic illness, and infant mortality.
- E. Promise utilization-rate/successful degrees.

GOAL: Complete Neighborhoods – Residential areas that support the full range of people's daily needs

Implementing Plans: Master Plan; Shared Prosperity; HUD Consolidated Plan; Parks & Recreation; Climate Action; Asset Management; and Transportation Improvement Plan.

Establishing Complete Neighborhoods as a goal expresses the necessity that land development and transportation planning merge to create healthy, safe, and convenient access to daily needs. This means investments in compact development within neighborhood centers will support businesses and public transit, and investments in parks and recreation amenities create access to quality outdoor activities, socialization, and open space for all residents. Further, completing and repairing bike and sidewalk networks with crosswalks will enable safe walking and connectivity to destinations throughout neighborhoods. The implementation of Complete Neighborhoods through thoughtful built-environment strategies will address inequities through promoting better housing choice, local food production, and access to health care and other supportive services.

Directions:

NEIGHBORHOOD RELATIONSHIPS -Foster neighborhood relationships by building stronger partnerships with

residents and neighborhood coalitions to foster inclusive and shared decision making based on respect and acceptance.

NEIGHBORHOOD PLANNING - Create long-term plans for Complete Neighborhood implementation including housing, transportation infrastructure, and land uses that explore and support neighborhood visions.

HEALTHY ENVIRONMENT - Develop and implement long-term built environment strategies to address health disparities with safe access to active transportation, parks and open space, fresh food, quality housing, health care, and resident services.

TRANSPORTATION AND LAND USE - Maintain and develop a network of streets that respond to the needs of the neighborhoods by supporting future land use and transportation goals.

ACCESS TO DAILY NEEDS - Provide safe and easy access to goods, services, and resources for daily needs of neighborhood residents, including places for socialization.

DEVELOPMENT - Incentivize development that brings economic opportunity and security for all residents and that is accompanied by greater race and social equity with community benefit models.

Metrics:

A. Tracking residents engaged through continuous community outreach – neighborhood meetings, online



- engagement, and shared decision making.
- B. Measurements for neighborhood completeness (within each geographic area).
- C. Percentage of parks and activities represented.
- D. Housing affordability (and variety).
- E. Access to fresh food (miles, type – farm market, grocery etc.).
- F. Employment opportunities (number, sector).
- G. Community “hubs” or centers available for gathering and engagement.
- H. Street projects and related improvements.

Goal: Strength Through Diversity – An inclusive city where everyone feels at home

Implementation Plans: Master Plan; Shared Prosperity; HUD Consolidated Plan; and Parks & Recreation.

The City of Kalamazoo recognizes that barriers exist and have existed for many years that have not equally represented the dignity and value of all people. The City is working to create an equitable environment for all people regardless of race, ancestry, place of origin, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, age, status, income, or socio-economic status. By consulting with community members,



the City strives to eliminate discrimination and disadvantage and promote relationships that are based on understanding and respect for all people. Further, the City is committed to providing exceptional and cost-effective services, facilities, and public spaces and making sure everyone who lives and works in the City of Kalamazoo has the opportunity to participate in the future of the City.

Directions:

INCLUSIVE OPPORTUNITIES - Develop inclusive programming to serve the needs and interests of the whole City, and partner with event organizers to include resources that foster a welcoming community policy.

ACCEPTANCE - Reduce bias and increase acceptance among people of many backgrounds to promote healing and relationships.

ENGAGEMENT - Foster an inclusive and engaged community based on respect and acceptance, and employ multiple techniques for engagement and participation in community events.

INCLUSIVE PLANNING - Support the preservation of community identity through diversity, inclusion, and participation in the process of developing a community/ neighborhood vision.

OPPORTUNITY FOR ALL - Promote a safe, attractive, welcoming community that addresses institutional racism and enriches the culture of the City.

Metrics:

A. Track residents engaged through continuous community outreach – neighborhood meetings, online engagement, and shared decision making.

B. Focus on demographics to define if more outreach is needed.

C. Evaluate City events for demographics and inclusive practices.

D. Evaluate customer service for inclusive practices.

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

Implementation Plans: Master Plan; Shared Prosperity; HUD Consolidated Plan, Parks & Recreation; Climate Action; Asset Management; and Transportation Improvement Plan.

This strategic direction is to grow Kalamazoo into a vibrant, diverse, and increasingly regional destination while supporting the local economy to benefit individuals across all income levels. Economic Vitality requires investment in mixed-use walkable urban centers, and unique neighborhood-based businesses. This means enhancing the City's downtown core as the economic center of the City and the region, planning for vibrant economic corridors by exploring new ways to deploy investments in areas targeted for transformation and

growth, and reinforcing local neighborhood and cultural identity by preserving small, locally-owned businesses that are at risk of displacement due to increasing costs or development pressures. Further, for a diverse, equitable, and robust City economy development and expansion of resident-owned businesses and local minority-owned businesses is critical.

Directions:

BUSINESS OPPORTUNITIES Develop and support a diverse mix of businesses and industries by and with residents that meet the needs of the neighborhood and attract the local workforce to encourage economic growth and stability

BUSINESS & TALENT RECRUITMENT Support talent attraction efforts to recruit and retain a diverse workforce; promote and retain local minority business owners; bring better paying jobs into the city.

ECONOMIC ASSISTANCE Use investments, incentives, and policies to reach community wide goals for affordable housing, increased public transportation, local business success, and to avoid involuntary displacement.

ASSET MANAGEMENT Develop and sustain public infrastructure that serves the needs of the community including roads, utilities, water supply, and Wi-Fi.

DOWNTOWN & CORRIDOR EXPERIENCE Support the development of a downtown district and vibrant commercial corridors to meet the changing needs of our community

PROPERTY MANAGEMENT Promote the revitalization and redevelopment of existing properties to encourage sustainable economic growth.

DEVELOPMENT PROCESS Maintain the Redevelopment Ready Communities Certification through updating marketing materials, engagement strategies, and development review processes to invite investment and reinvestment by offering predictable processes to developers.

Metrics:

A. New businesses created - By sector and location

B. Jobs created, including re-entry of residents into the workforce, and local hiring/recruitment from universities, colleges, and high schools located in the City.

C. Increase in local procurement by anchor institutions (food, goods, services)

D. Downtown retail sales and activity and percentage of capture of \$500 million spent outside Kalamazoo/Portage each year according to Downtown Retail Study

E. Gentrification Vulnerability Analysis of neighborhoods to mitigate involuntary displacement (projects/neighborhoods)

Good Governance – Ensuring the City organization has the capacity and resources to effectively implement the community's Strategic Vision in a way that is sustainable over the long term.

Implementation Plans: Master Plan; Shared Prosperity; HUD Consolidated Plan; Parks & Recreation; Climate Action; Asset Management; Transportation Improvement Plan.

The City will align the Strategic Vision and the associated implementation plans with the annual City budget via Priority Based Budgeting to achieve the Imagine Kalamazoo 2025 goals. Open Data will be used to provide public transparency and support the decision-making processes by providing the public, City staff, and elected official with metrics so that City improvements and investments can have maximum positive impacts that are closely aligned with the Strategic Goals.

Directions:

ORGANIZATIONAL PRINCIPLES – The City operates responsibly and embodies transparency, accountability, and innovation in all operations.

ORGANIZATIONAL RESOURCES - Invest in, protect, and optimize City resources (human, financial, physical, technological, etc.).



DATA & RECORD MANAGEMENT - Maintain, preserve, and manage City records and information/data with clear forward-looking plans so these valuable data will be a readily accessible resource that contribute to community goals.

INSIGHTS & ANALYSIS - Support concept development, planning, and decision-making processes with relevant short-term and long-range analysis.

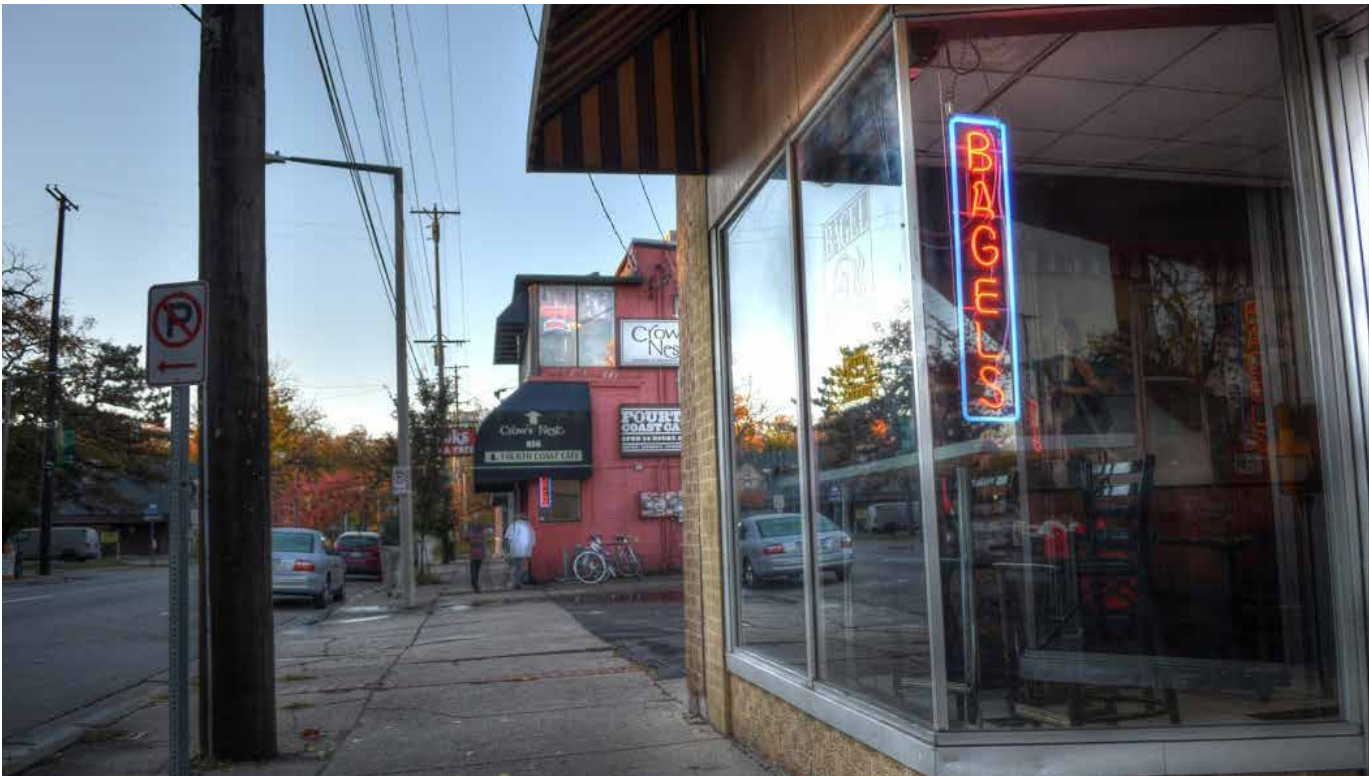
COMMUNICATION & OUTREACH - Facilitate timely and effective communication throughout the organization and with the public through a variety of media modes (for example, press releases; in-person or audio visual storytelling; hard copy and digital communications; open data; and emergency notifications)

TALENT & CULTURE - Attract, develop, motivate, and retain a high-quality, engaged, and productive workforce that is evaluated on personal accountability and focused on service excellence.

Metrics:

- A. Annual report of hiring and retention.
- B. Annual report of projects, policies, and goals reached.
- C. Annual Budget (Priority Based Budgeting).
- D. Customer service surveys.





Appendix

Public Participation Policy

In addition to hearing the community's vision for the future, City staff also heard a strong desire for increased involvement in planning and decision making at the neighborhood level. The entire Imagine Kalamazoo process served as a 16 month experiment with various public participation methods. Each phase used dialogue, survey questions, and drawings to gain insight from community members at various events and meetings throughout the city. This work has become the foundation for a Public Participation Policy that recognizes the importance of engaging citizens of all ages, races, ethnicities, gender identities, and backgrounds in planning activities and decision-making throughout the lifetime of a project. In order to accomplish this goal, a wide variety of outreach and communication tools must be utilized. A Public Participation Policy and Plan, expected to be completed in fall 2017, outlines some of these tools, as well as the following guiding principles that will shape IK2025 implementation and future community engagement within the city.

We aim to:

Recognize public participation as integral to projects across all City departments. Engagement in public

participation cannot, and shall not, be limited to any specific department. To be effective, City projects of all types must be informed by community voice. It is our aim that this Public Participation Plan, particularly in conjunction with Imagine Kalamazoo 2025, can inform decision-making processes across departments, serving as both a record of public participation successes and a resource for further developments.

Actively engage in public participation throughout the planning process.

The City of Kalamazoo views public participation as integral to each phase of a project's development, from beginning planning stages to final implementation and maintenance. Consistent public participation efforts can also help to mitigate tensions that may arise in between the various stages of project development. Our Public Participation Plan will outline a variety of engagement tools that can be used throughout the lifetime of a project.

Support innovative and continuous development of public participation tools that support our diverse community. Public participation tools shall be suited to the community and its needs. The City of Kalamazoo recognizes that no single public participation

technique or tool can effectively reach all members of our community. We are committed to the consistent development and re-evaluation of our models of engagement. Our Public Participation Plan holds innovation and creativity as key to successful outreach programs that serve and support all members of the Kalamazoo community.

Report back to the community and improve upon our Public Participation Plan. Successful public participation processes are transparent and cyclical, with the City continuously seeking feedback and improving on methods and policies. The City of Kalamazoo is dedicated to developing a system of social accountability to track outcomes and report back to the community.

Successful public participation efforts can open doors and foster clear and open communication between community members and the City. In recognizing this, the City strives to create a culture that prioritizes effective and innovative public participation for all projects, across all departments. It is our hope that this Public Participation Plan can serve as a constantly-evolving collaborative tool and record of public participation efforts.

Communicating Outcomes & Social Accountability

The City is dedicated to sharing Imagine Kalamazoo 2025 outcomes with the community in a timely and thorough manner. It is essential that participants are briefed on how their input shaped the decision-making process, actions and investments of the City. This will promote transparency and community

ownership over IK2025, and also provides valuable information for residents who may not have had the chance to participate in initial project phases. Reporting outcomes and debriefing is also greatly beneficial for the City – with the benefit of hindsight, this is an opportunity to receive meaningful feedback on IK2025 and public participation efforts as a whole.

For all Imagine Kalamazoo projects, a timeline and current status report will be available on www.imaginekalamazoo.com. In addition to traditional announcement methods, online public participation tools such as Facebook Live will be used to share key progress benchmarks with the public. Upon completion of a project, an appropriate celebration will be held (ribbon-cutting, posting of an Imagine Kalamazoo sign, social media post, newspaper announcement, etc.).



Public Participation Toolkit. The City of Kalamazoo utilizes a diverse range of engagement methods, which form our Public Participation Toolkit. Though this Toolkit is extensive, it is not exhaustive – we strive for continuous innovation, making use of tools ranging from traditional announcements to newly-developed online platforms. The toolkit is designed to be used across departments and throughout the development and lifetime of projects, regardless of size or scope.

A key aim of our Public Participation Plan is to identify and engage groups that are traditionally underrepresented in community outreach efforts. We believe that effective public participation must include people of all races / ethnicities, gender identities, economic statuses, sexual orientations, and ages. Geographic diversity is equally important; each of Kalamazoo's twenty-two neighborhoods has distinct characteristics and a shared sense of community, and each can contribute a unique point of view to City discussions. We believe that is important for our Public Participation Toolkit to include methods that can reach residents from all of these neighborhoods – as well as the many non-residents who come to Kalamazoo for work, school, worship, entertainment, & socialization.

In order to accomplish these goals, our Public Participation Toolkit incorporates methods that facilitate strong relationships and honest conversations within neighborhoods and existing community spaces, as well as with traditionally underrepresented groups. This includes the utilization of existing community-organized meetings and privacy-sensitive tools like living walls, with a priority

on repetitive contact and person-to-person outreach. The City has also made efforts to make materials and meetings accessible to all people; this includes producing materials/conducting meetings in Spanish and American Sign Language.

Internal Tools

Public Participation Decision Tree. The Public Participation Decision Tree is a tool designed to guide City staff towards a given project's most appropriate depth of engagement: internal, inform, consult, collaborate, or co-lead/empower. The chart allows City staff to consider both the benefits and drawbacks of various levels of engagement, encouraging transparency and collaboration while making responsible use of City resources. The City of Kalamazoo's full Public Participation Toolkit Matrix is categorized by these engagement depth markers, making it easy to identify appropriate participation strategies.

Impact/Scale Grid. The Impact/Scale Grid is a categorization tool that considers how the size and scope of a particular project might inform the type and depth of engagement that should be pursued. This grid is particularly important given the City's dedication to utilizing public participation tools in the implementation of projects of all types, from high-impact, large-geography efforts like Master Plan updates to low-impact, small-geography efforts like minor street improvements. These categorizations are helpful when considering the reach of a project and what public participation tools might be most effective. For example, Type I (low-impact, small-

geography) and Type II (low-impact, large-geography) projects require 1-way, informative participation, while Type III (high-impact, small-geography) and Type IV (high-impact, large-geography) require 2-way consulting, collaboration, and or/co-leadership. Ultimately, a higher impact level must correspond to an increase in stakeholder involvement.

Community Engagement Spectrum. The timeline of a project's public participation strategy is just as important as its depth and breadth. The Community Engagement Spectrum is a tool for visualizing the life cycle of a public participation plan – and the changes that must be made to that plan as a project progresses. Though it is necessary for the depth of community engagement to lessen as a project progresses, continuous public participation efforts are nonetheless vital. This chart is helpful in creating a public participation timeline for a given project.

Outreach Strategies

Community Organized. A key feature of the City of Kalamazoo's Public Participation Plan is the prioritization of outreach at existing community-organized meetings and events. This includes City staff attendance of a wide range of gatherings, from citywide festivals and events like Art Hop to small, issue-focused meetings hosted by community organizations. Engagement at these events can utilize a variety of other public participation tools, including living walls, surveys, and workgroup discussions.

If used effectively, this strategy can be wide-reaching and inclusive; it presents an opportunity to connect

with community members who may not have the desire or ability to attend city-organized meetings. Similarly, it illustrates the City's willingness to reach out and engage directly with community members. This public participation method has long-term benefits, as it encourages relationship-building between the City and the community.

City-Organized . Meetings organized by City of Kalamazoo departments represent an opportunity to engage community members in a detailed discussion of a particular topic. These meetings can include town halls, neighborhood meetings, and focus groups. Successful City-organized meetings require significant planning and outreach to ensure attendance. For this reason, community partnerships are vital to the success of these meetings – neighborhood associations, community organizations, schools, and churches can all assist with outreach.

Engagement Tools. Announcements - The City of Kalamazoo uses a variety of basic announcement formats for one-way communications and advertisement of meetings and events. This includes the use of newspaper and website postings, fliers, social media posts, television and radio announcements, mailings, and attachments to utility bills. When relevant, community organizations and other partners shall be utilized as a key resource for announcement distribution. Neighborhood-specific resources, such as Little Free Libraries, can also be useful points of contact.

Surveys. Surveys can provide in-depth and topic-

specific input from a wide range of individuals. They are particularly useful data-gathering tools during the early planning stages of a project. In addition to being delivered by mail or telephone, it is increasingly easy for surveys to be conducted using computers and online technology; this includes email surveys, social media surveys, and surveys completed in-person on a tablet or computer.

The City of Kalamazoo Community Planning & Development Department successfully utilized surveys during the "Imagine It!" and "Plan It!" phases of Imagine Kalamazoo 2025, both as a standalone public participation tool and as a companion tool to living walls for participants who wanted to give more detailed feedback.

University Partnership. Kalamazoo is fortunate to be home to three reputable institutions of higher learning: Western Michigan University, Kalamazoo College, and Kalamazoo Valley Community College. Because of this, the City is uniquely positioned to take advantage of university partnerships as a public participation tool. Such efforts can include City presentations at university events, joint research opportunities, and town hall meetings on university campuses.

In the winter of 2016, the Community Planning & Development Department undertook a collaborative project with the Kalamazoo College "Social Research for Social Change" class. In this, students who were studying applications of action research worked to pilot public participation models for the City and refine the language of the definitions produced by the initial

Priority-Based Budgeting process. This successful undertaking expanded the network of involved participants, spawned the development of new and creative models of community engagement, and created an environment of mutual benefit for City staff and College students/faculty.

Living Walls. A living wall is a flexible and interactive tool, consisting of a large poster on which community participants can write or draw out their responses to a given prompt. These posters can be used as an engagement exercise during meetings or events, or displayed in public spaces for a longer period of time. This instrument can be used with or without an in-person facilitator and is intuitive, adaptable, and transparent. The City of Kalamazoo has successfully utilized living walls in a variety of settings including large events (Art Hop), small group dialogues (neighborhood meetings, workgroups), community organization buildings (YWCA, churches), and public spaces (libraries, coffee shops, farmers' markets).

Living walls are useful instruments, both for gaining insight into public concerns and for creating a physical space for discussion and collaboration between community members. Unlike in a traditional survey, the data submitted to living walls is visible to other participants, creating a unique sense of transparency and increased involvement in and ownership over the process. The posters serve as a community gathering space where participants can reflect on their own experiences as well as others' responses. This instrument is best suited for the initial planning and data-gathering phase of a project, as responses are

more open-ended than in other public participation tools.

Meetings on the Go. Meetings on the Go are packets of information that serve as a guide for community members who are hosting their own meetings about a City initiative. They are ideal for use with community groups, clubs, neighborhood associations, or social groups, and are easily adaptable to various group sizes and types. The City of Kalamazoo successfully utilized Meetings on the Go during the “Imagine it!” phase of Imagine Kalamazoo 2025.

Like living walls, Meetings on the Go encourage a sense of community ownership over the planning process. Because City staff members are not needed to facilitate these meetings, they present an opportunity to gain in-depth insight from key stakeholders without requiring a great deal of City resources. They are also useful for engaging groups, such as privacy-sensitive community organizations, that may be hesitant to attend City-run meetings.

Open Town Hall – Open Town Hall is an online survey platform that is directly accessible through the City of Kalamazoo's main website. Open Town Hall allows community members to participate in discussions even if they cannot attend an in-person meeting. Participants can choose to share their input publicly, and can view others' feedback in a variety of formats, including word clouds and maps. Open Town Hall allows City staff to gain insight from a wide variety of community members, and allows community members to read and learn from others' comments.

Outreach Vision Plans. Vision plans are wide-reaching City plans that are updated every 5 to 10 years. This category includes the Master Plan (2010, currently being updated), the Downtown Comprehensive Plan (2009), Kalamazoo Place Plans (2014), the Parks and Recreation Plan (2003), and the Blueprint for Action (2015). The outcomes of these plans inform many smaller-scale City plans and projects, making significant and meaningful public participation efforts particularly vital during the process of updating these plans. In addition to gathering community input during the early stages of plan updates, the City of Kalamazoo strives to maintain transparency as these plans are carried out. Social accountability practices include sharing information about how community voice impacted the plans, and keeping the community updated on the progress of all projects.

Imagine Kalamazoo 2025. Imagine Kalamazoo 2025 (IK 2025) is a comprehensive community visioning initiative, the results of which will shape City initiatives, including the Strategic Vision and Master Plan update. There are 6 phases to IK 2025:

- **Imagine It,** a broad data-gathering phase to identify key strategic vision themes.
- **Plan It,** in which specific community desires relating to the strategic vision themes are identified.
- **Design It,** a phase focused on the evaluation and categorization of goals and the exploration of potential resources, partnerships, and actionable work plans.
- **Discuss It,** an internal evaluation of actionable items for policy, program, and project timelines.
- **Draft It,** the presentation of the Draft Strategic

Vision and Master Plan to the community for final input and clarifications

- Adopt It, a phase where public meetings will be held to inform the public about the document.

Unlike traditional outreach, IK 2025 is focused on meeting community members where they are, rather than requiring them to come to the City. Results from IK 2025 public participation efforts will be used across City departments.

Understanding Shared Prosperity

The challenges facing residents of Kalamazoo are many. Too many Kalamazoo residents who want to work cannot find jobs, and for many of those who do, the jobs they have are only part-time or do not pay enough to support a family above the poverty line. The median income of Kalamazoo families in 2013 of \$40,679 was only two-thirds of that for the state of Michigan (\$60,849) and just 63 percent of the national median income. 32 percent of Kalamazoo families with children had incomes below the federal poverty line, compared to 21 percent statewide and 18 percent nationally. Two-thirds of the 2,900 Kalamazoo families with incomes below the federal poverty line have at least one family member who works.

If we were to do nothing, not only would the future of low income children and their families be jeopardized, but so would the financial future of the city. This lesson was underscored by the downgrading of our municipal bonds due to the prevalence of poverty.

The initial goals of SPK are to:

- Promote the healthy growth, development and learning of children.
- Increase access to well-paying jobs.
- Promote strong, economically secure families

These goals are accomplished when there is:
Shared place—where families prosper, the city prospers.

Shared purpose—by developing and strengthening individual, intellectual, social, cultural, political, institutional, and financial assets within our community.

Shared partnerships—where there is community driven innovation and organizational collaboration.
Shared prosperity—will occur as community wealth is built upon shared place, purpose and partnerships.

SPK envisions driving action with holistic decision-making based upon best practice research, local data, and community expertise and voice. The City of Kalamazoo will take advantage of the ground work laid by communities all over the country that have themselves taken on the challenge of improving the lives of their citizenry through the shared prosperity framework.

The vision of SPK is not limited to only growing financial assets. The definition of an asset is a useful or valuable thing, person, or quality. Everyone has assets. Everyone has qualities that are valuable and useful to our community. It is important that people

are given more opportunities to grow whatever assets they possess and gain whatever assets they need to be successful.

Everyone will have different ideas of what it means to prosper. However, a common denominator of prosperity is to eliminate economic insecurity that makes it difficult to pursue individual dreams—whatever those dreams may be. This is what Shared Prosperity Kalamazoo is ultimately about.

About the National Survey Executive Summary & Additional Analysis

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities.

The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance and Participation) and across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement). The NCS was completed in Kalamazoo (with 291 responses from 1,500 surveys mailed out) in late 2016/early 2017.

Additional Analysis Background. While the analysis and overall findings from The NCS were meaningful and insightful into the aggregate feelings and thoughts of all Kalamazoo citizens, City staff saw potential for a deeper dive into the results. We requested access to the individual, anonymized survey results in order to conduct a detailed, population-subset analysis. We utilized descriptive questions about personal characteristics from the survey as a means to understand how different subsets of the Kalamazoo population responded differently to the questions in The NCS.

In particular, we analyzed how responses differed depending on a person's age, gender, race, tenure (i.e., owner v. renter), income, length of residence, self-reported health, and self-reported history/likelihood of voting in local elections. A subset of 37 questions (out of over 150 total) were then analyzed and broken down by each of these "population subset" categories. This subset of questions was chosen due to its applicability and inclusiveness of the general themes covered in the entirety of the survey. This document presents a brief overview of the approach and findings from this analysis.

Approach. The subset of survey responses was fed into R, a statistical programming software for analysis. Then, a series of multivariate linear regression analyses were performed to determine what statistically significant relationships were present between the answers to a given question and the individual traits of age, income, race, and others. For

instance, we wanted to see if individuals with higher incomes tended to have a better/worse opinion of Kalamazoo's services according to their responses to the survey questions.

A multivariate linear regression model creates a linear function of one variable (the "outcome") based on the influence of a series of other variables (the "predictors"). In this sense, we were able to see if individual traits (e.g., race, income) were predictors of how someone would respond to a given question. The model also controls for the influence of multiple individual character traits on each other so that we know which individual relationships are truly meaningful when the others are controlled for (i.e., we can identify the impact of having a high income alone on survey responses rather than high income and a long-term resident and a likely voter all at once).

We utilized a 95% confidence interval for identifying statistically significant relationships between individual traits and survey question responses, meaning we are highly confident that the relationships found in this survey analysis are very unlikely to have happened purely by chance. In sum, we found at least one individual trait that was highly predictive of survey responses for almost every question analyzed.

Results. The questions analyzed can broadly be categorized as questions about a resident's general opinion of Kalamazoo, questions about how a resident interacts with City services and programs, and questions about how likely residents are to engage with the City via various methods. Findings of notable

relationships are broken down within each of these three themes on the following pages. (See General Opinion and Interaction with City and Desired Methods of Engagement spreadsheets)

Summary Of Findings

While the survey completed by the NRC captured a statistically significant portion of Kalamazoo's population, there is still plenty of additional work to do to understand the nuances of individual experience and to ensure the City is provided high quality services to all residents of Kalamazoo. As illustrated by this analysis, different populations of Kalamazoo can have vastly different experiences, use different services, and engage with the city in different ways. This analysis can help all of us to better understand and substantiate this nuanced diversity of experience and appreciate the fact there aren't necessarily "one-size-fits-all" approaches or solutions to some issues. A few of the primary findings from this survey analysis included:

Understanding the New Resident Experience: Newer residents feel less safe, have a harder time getting around the City, and have a lower opinion of the appearance and economic health of Kalamazoo. Working to see the City through the eyes of new residents and providing a good first impression could have a big impact on these residents

Healthy Citizens, Healthy Community: One of the strongest relationships we identified was that those who self-reported themselves as being in "good health" had much better opinions on Kalamazoo as a

whole. The causal relationship here is ambiguous (are healthy people more likely to have positive opinions or are people with positive opinions more likely to say they feel healthy?) but nonetheless, it seems continuing to focus on health and wellness in the City can have major benefits

Race and Acceptance of Diversity: Nonwhite residents had lower opinions of Kalamazoo's appearance, opportunities, and trajectory in general compared to white residents. Notably, white residents said Kalamazoo has better cultural opportunities and is more open to diversity compared to nonwhite residents. This disconnect ought to be investigated and opportunities for openness and acceptance of all should continue to be pursued

Improving the Experience for All: This survey provides a wonderful starting point to help understand the opinions and desires of Kalamazoo's residents. Additional work, outreach, and analysis will continue on an ongoing basis to understand what is working and what can be improved for everyone in Kalamazoo

Access to the full detailed report of findings from this analysis can be accessed by reaching out to Cal Coplai, Data Analyst, City of Kalamazoo, coplaic@kalamazoocity.org.




Interaction with City & Desired Methods of Engagement

Interaction with the City	Age			Gender		Race		Tenure		Income		Length of Residency		Health		Voting Local	
	Younger	Middle-Aged	Older	Male	Female	White	Non-White	Renters	Owners	Higher Income	Lower Income	Newer Residents	Longer Term Residents	Poorer Health	Better Health	Vote More Often	Vote Less Often
In the past year, have you contacted the City of Kzoo for help/info?																	
In the past year, have you contacted the City to express your opinion?																	
How often do you visit Kalamazoo City or neighborhood parks?																	
How often do you use the Kalamazoo Public Library or its services?																	
How often do you attend a City-sponsored event?																	
How often do you use public transportation?																	
How often do you attend public meetings?																	
How would you rate the overall direction Kalamazoo is taking?																	

Desired Methods of Engagement	Age			Gender		Race		Tenure		Income		Length of Residency		Health		Voting Local	
	Younger	Middle-Aged	Older	Male	Female	White	Non-White	Renters	Owners	Higher Income	Lower Income	Newer Residents	Longer Term Residents	Poorer Health	Better Health	Vote More Often	Vote Less Often
How frequently would you be to use sunneys to engage with the City?																	
How frequently would you be to use online discussions to engage with the City?																	
How frequently would you be to use face-to-face discussions?																	
How frequently would you be to attend design workshops?																	
How frequently would you be to attend neighborhood meetings?																	
How frequently would you be to attend community meetings in general?																	

An interesting relationship was found in the "extremes" of local voters (i.e., those who reported they "Always" vote and those who "Never" vote). Individuals at these two extremes were the most likely to attend face-to-face discussions and design workshops to engage with the City.

A breakdown of significant relationships is provided above. Nonwhite residents were more likely to use Kalamazoo's services such as the library and public transit and were also more likely to rate the quality of the City's services as poorer than white residents. Nonwhite residents also indicated they were more likely to engage with the City through several methods of engagement, as were residents who indicated they voted in local elections more often.

Legend	
	Positive relationship (e.g., more safe, better opinion, more likely, good opportunities, etc.)
	Middle tier between positive and negative
	Negative relationship (e.g., less safe, worse opinion, less likely, poor opportunities, etc.)

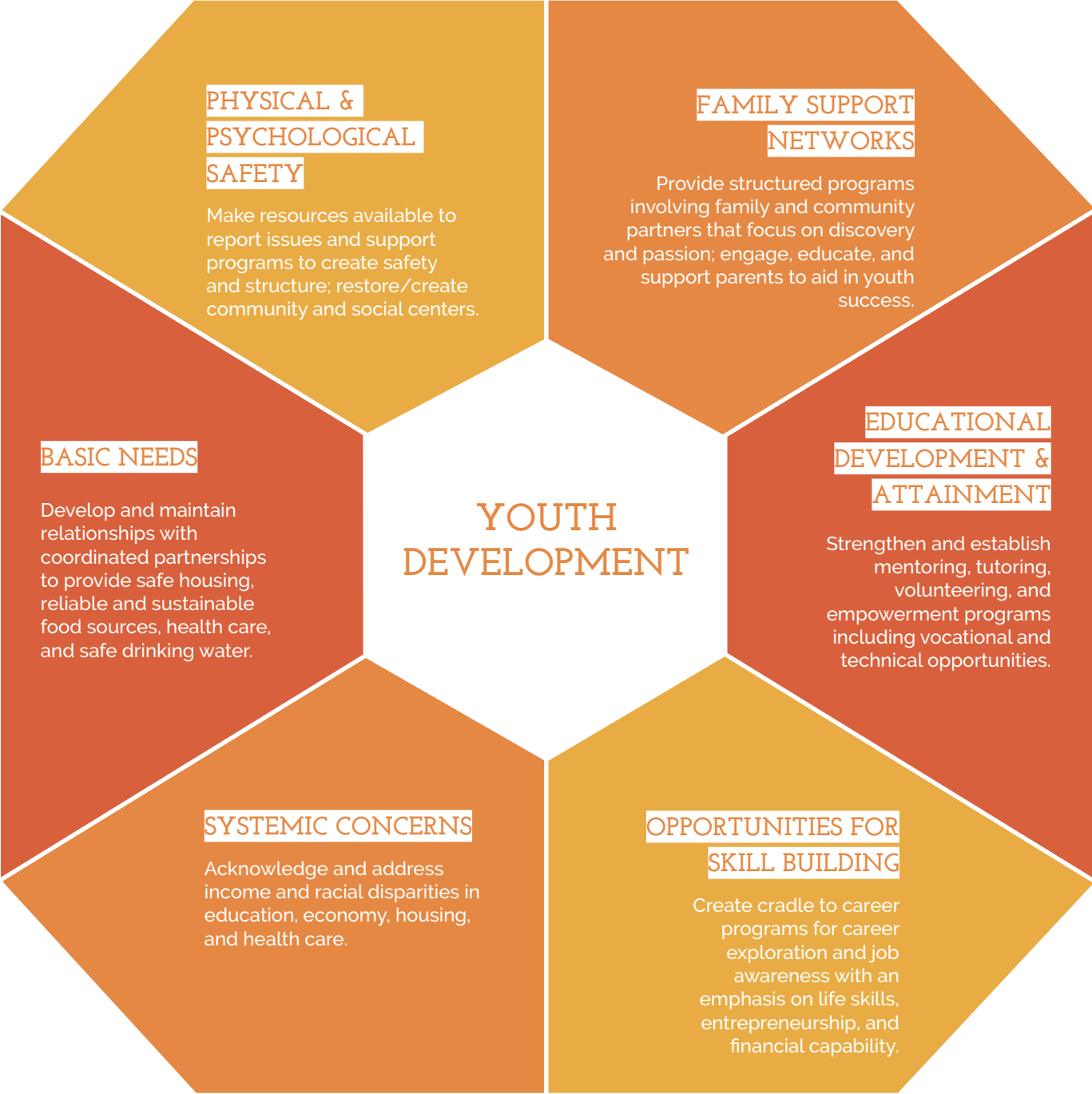
General Opinion

Opinion Questions	Age		Gender		Race		Tenure		Income		Length of Residency		Health		Voting Local	
	Younger	Older	Male	Female	White	Non-White	Renters	Owners	Higher Income	Lower Income	Newer Residents	Longer Term Residents	Poorer Health	Better Health	Vote More Often	Vote Less Often
How safe do you feel in Kalamazoo?																
How easy is it for you to get where you need to go?																
How would you rate Kalamazoo's natural environment?																
How would you rate Kalamazoo's built environment?																
How would you rate health & wellness opportunities in Kzoo?																
How would you rate education & enrichment opportunities in Kzoo?																
How would you rate the overall economic health of Kalamazoo?																
How would you rate the overall sense of community in Kalamazoo?																
How would you rate the overall appearance of Kalamazoo?																
How likely are you to remain in Kalamazoo for the next 5 years?																
How would you rate the availability of affordable, quality housing?																
How would you rate the availability of affordable, quality food?																
How would you rate the availability of affordable, quality healthcare?																
How would you rate the quality of K-12 education in Kalamazoo?																
How would you rate opportunities to attend cultural activities in Kzoo?																
How would you rate employment opportunities in Kalamazoo?																
How would you rate shopping opportunities in Kalamazoo?																
How would you rate the cost of living in Kalamazoo?																
How would you rate Kalamazoo's openness/acceptance of diversity?																

Legend	
■	Positive relationship (e.g., more safe, better opinion, more likely, good opportunities, etc.)
■	Negative relationship (e.g., less safe, worse opinion, less likely, poor opportunities, etc.)

Broadly, we found that race and health were the most common individual traits that had significant relationships with survey responses about opinions of Kalamazoo. In general, nonwhite individuals had lower opinions of the opportunities and appearance of Kalamazoo compared to white individuals, and individuals in poorer health had lower opinions about Kalamazoo as well. You can see the statistically significant findings outlined in green and red above

Strategic Goal Maps for Priority Based Budgeting



LAW ENFORCEMENT & EMERGENCY RESPONSE

Ensure prompt response to calls for service across the city through data analysis; Ensure that the Kalamazoo Public Safety Department is a "go-to" community asset that is well-trained, equipped, accountable, transparent, and respected.

COMMUNITY ENGAGEMENT

Encourage a sense of shared responsibility for personal safety by educating, involving, and engaging the community in identifying and addressing safety concerns.

WATER MANAGEMENT & DELIVERY

Maintain reliable utility infrastructure to deliver safe and clean water to all residents and facilitate wastewater treatment and stormwater management.

SAFE

TRANSPORTATION

Maintain the transportation network to ensure that community members can travel between spaces safely and efficiently in any mode of transportation.

SAFE COMMUNITY

NEIGHBORHOOD ASSISTANCE

Proactively reinvest in neighborhoods through support of programs to help residents fix, rehabilitate, and stabilize homes through critical home repair assistance, educational programs, and weatherization.

SAFE BUILDING & HOUSING

Enforce regulations to ensure that homes and public spaces are structurally secure, clean, visually appealing, and promote community members' well-being.

SHARED PROSPERITY

EDUCATION

Provide high-quality education/resources to prepare residents for diverse employment opportunities and career advancement.

RETURNEE RE-ENTRY

Coordinate services and resources to support people returning from prison.

WORKFORCE DEVELOPMENT

Eliminate barriers to employment, increase access to vocational training, and increase soft skills of job seekers.

FAMILY

Coordinate services to address basic needs and well-being, including transportation, housing, childcare, and financial capability.

EMPLOYEE RESOURCES

Assist employers with innovative strategies to meet the needs of prospective workers in the City of Kalamazoo, as well as their current employees.

COMMUNITY PARTNERSHIPS

Establish networks to act, connect, advocate, and cross-pollinate ideas across sectors, and establish common goals and metrics to measure success.

ENTREPRENEURIAL OPPORTUNITIES

Support, mentor, and grow entrepreneurs through financial support, incubation, and education.

**NEIGHBORHOOD
RELATIONSHIPS**

Foster neighborhood relationships by building stronger partnerships with residents and neighborhood coalitions to foster inclusive and shared decision making based on respect and acceptance.

**NEIGHBORHOOD
PLANNING**

Create long-term plans for Complete Neighborhood implementation including housing, transportation infrastructure, and land uses that explore and support neighborhood visions.

DEVELOPMENT

Incentivize development that brings economic opportunity and security for all residents and that is accompanied by greater race and social equity with community benefit models.

**ACCESS TO
DAILY NEEDS**

Provide safe and easy access to goods, services, and resources for daily needs of neighborhood residents, including places for socialization.

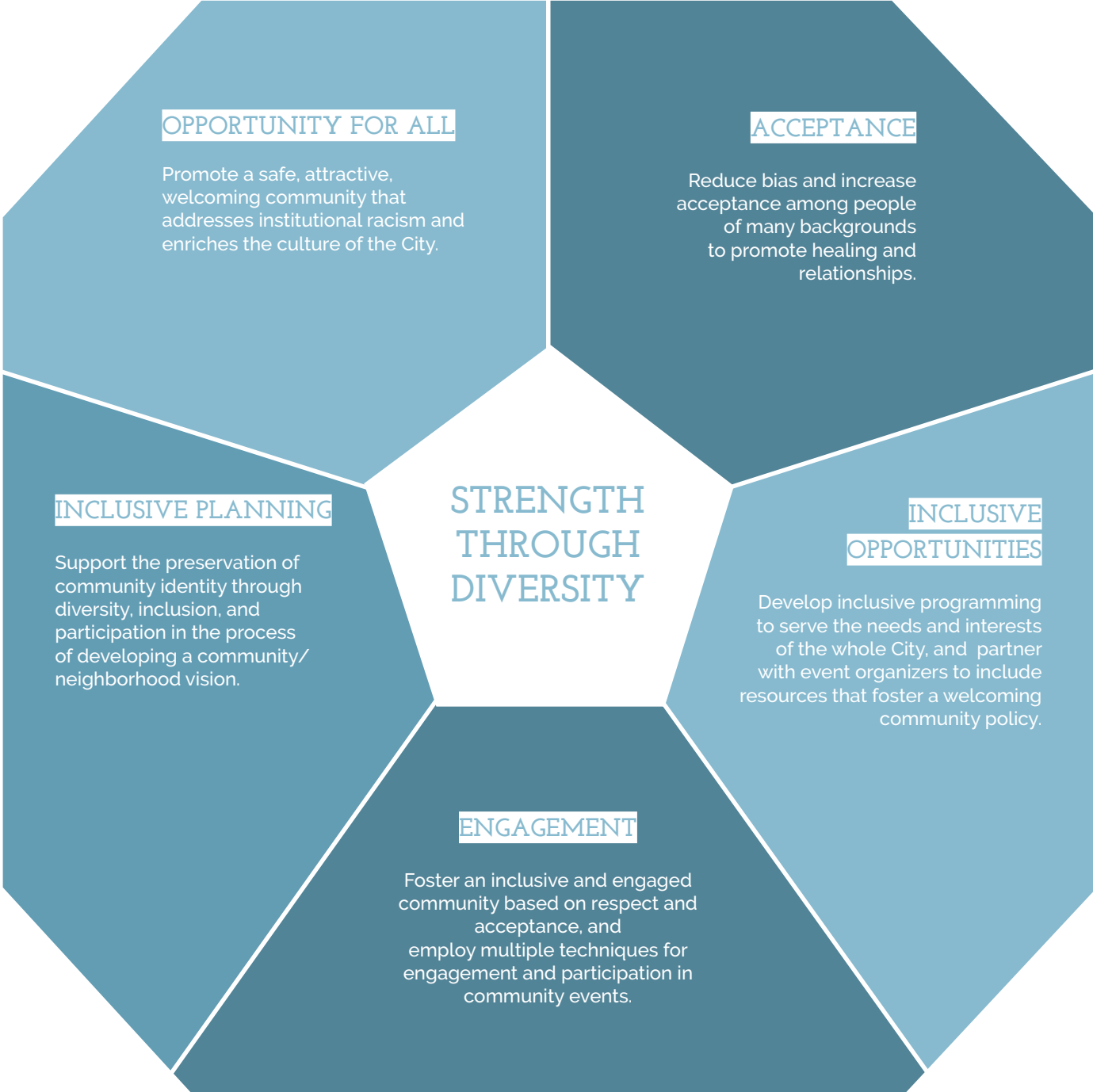
**COMPLETE
NEIGHBORHOOD**

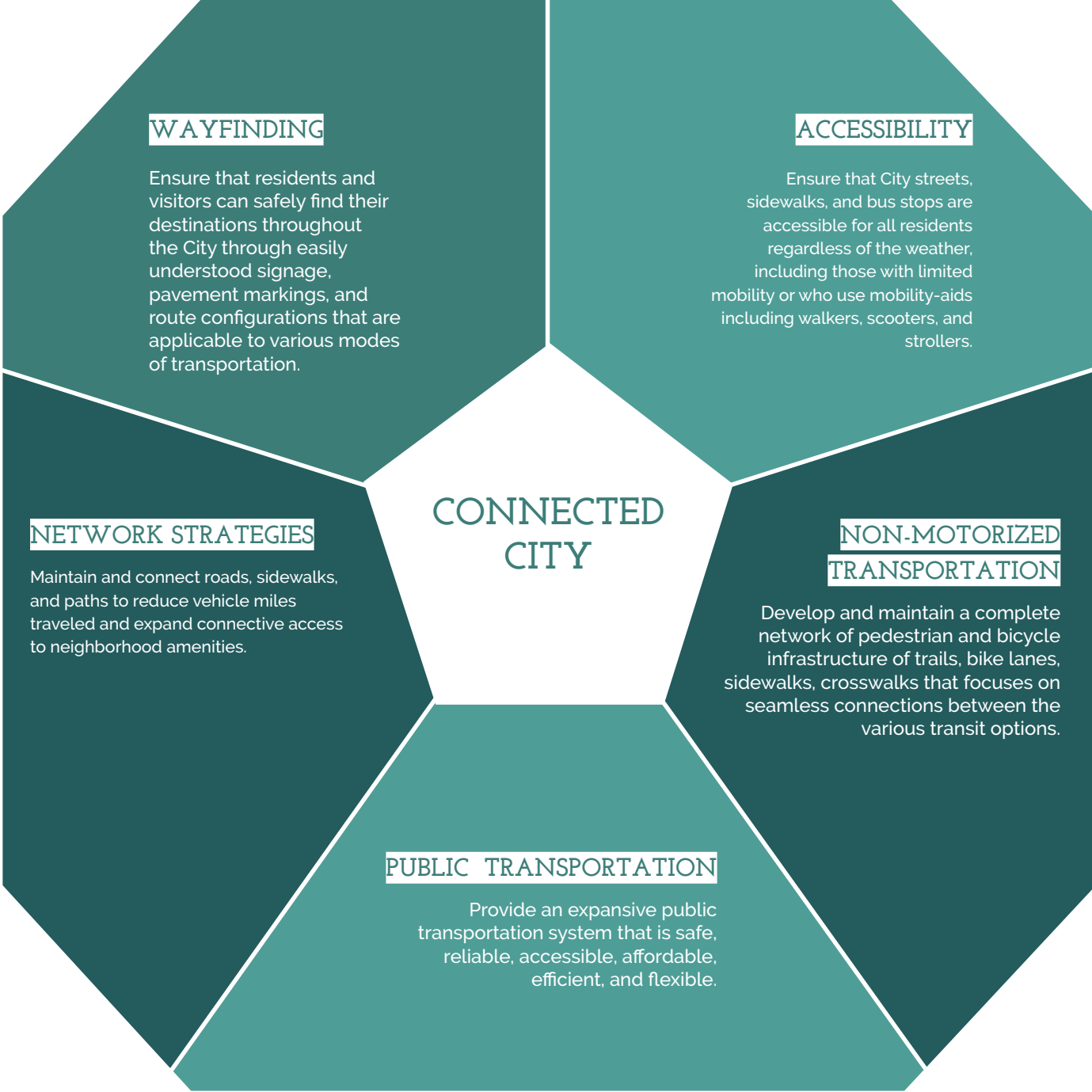
HEALTHY ENVIRONMENT

Develop and implement long-term built environment strategies to address health disparities with safe access to active transportation, parks and open space, fresh food, quality housing, health care, and resident services.

**LAND USE &
TRANSPORTATION**

Maintain and develop a network of streets that respond to the needs of the neighborhoods by supporting future land use and transportation goals.





SUSTAINABILITY & CONSERVATION

Promote conservation of natural resources by incentivizing and implementing sustainable practices, energy efficiency, and alternative energy solutions; provide education and leadership to ensure natural resources are preserved for future generations.

WATER MANAGEMENT

Manage groundwater, stormwater, and wastewater safely and responsibly to minimize pollution and ensure reliable access to clean, safe drinking water.

HEALTHY FOOD ACCESS

Expand residents' and businesses' access to locally grown, procured, and processed food through urban agriculture, food business development, farmers' markets, and local policy strategies to protect food security.

EFFICIENT PUBLIC TRANSPORTATION

Invest in an environmentally responsible public transit network that meets the needs of the community.

ENVIRONMENTAL RESPONSIBILITY

RESPONSIBLE REDEVELOPMENT

Encourage sustainable community redevelopment and rehabilitation practices that address blighted buildings, and preserve and protect historic properties.

WASTE MANAGEMENT

Provide trash collection and solid waste management services that encourage community-wide recycling, reuse, and reduction of waste.

**INVEST IN
PARKS & REC**

Provides and maintains diverse, inviting, and accessible parks, green spaces, and public recreation facilities including management of trees.

**COMMUNITY
PARTNERSHIP**

Encourage diverse and far-reaching community partnerships that increase and expand our artistic and cultural offerings for the community.

**STREETS AS
PUBLIC REALM**

Create vibrant streets that foster activity and link people and places together to encourage walking, commerce, and socialization.

PLACEMAKING

Incorporate art and cultural activities with the intention of creating public spaces that promote people's health, happiness, and well-being.

**INVITING PUBLIC
PLACES**

INCLUSIVE PROGRAMMING

Provide and support the availability of high-quality, affordable recreational programming and activities that appeal to people of all ages, abilities, and backgrounds.

ARTS & CULTURE

Create artistic and culturally significant gatherings throughout the city that bring the community together.

