



# IK at Work

## Imagine Kalamazoo Goals & Actions

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

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

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

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

### **Project Estimated Expenses Legend**

\$ - Low Cost

\$\$ - Moderate Cost

\$\$\$ - Significant Project Cost

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

# Master Plan & Strategic Vision Alignment



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

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



### Connected City -

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

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

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

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

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

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

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

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

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

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

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



## Complete Neighborhoods

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

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

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

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

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

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

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



## Increase access to healthy food in every neighborhood.

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

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

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

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

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

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

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

## Enhance Kalamazoo's unique historic character & resources

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

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

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

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

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

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

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

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

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



## Inviting Public Places

Vibrant streets, exceptional parks, and welcoming activities.

### Update the Parks and Recreation Plan to reflect IK2025.

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

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

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



## Environmental Responsibility

A green and healthy city.

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

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

### Plan and create a policy for invasive species mitigation.

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

### Increase use of renewable energies throughout the City.

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

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

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

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

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

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

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

**Reduce dependence on fossil fuels and prepare for alternative transportation.**

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





## Safe Community

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

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

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

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

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

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

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

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

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

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

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



## Shared Prosperity

Abundant opportunities for all people to prosper.

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

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

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

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

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

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



## Youth Development

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

### Invest in and support the youth in Kalamazoo.

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