



# Master Plan

Charter Township  
of Kalamazoo

September 2014

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*Charter*  
***Township***  
*of Kalamazoo*

# **MASTER PLAN**

***Charter Township of Kalamazoo***  
***Kalamazoo County, Michigan***

**Approved by Township Board:**  
September 22, 2014

**Approved by Planning Commission:**  
August 7, 2014

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**Resolution of the Charter Township of Kalamazoo Board of Trustees  
Approving Amendments to the Township Master Plan**

**Charter Township of Kalamazoo  
Kalamazoo County, Michigan**

**September 22, 2014**

WHEREAS, Act 33, Public Acts of Michigan 2008, as amended, provides for a Township Planning Commission to prepare and adopt a Master Plan for the physical development of the community; and

WHEREAS, the Kalamazoo Township Planning Commission has prepared amendments to the Master Plan for the Township in compliance with said Act 33, including relevant charts, maps, and text; and

WHEREAS, the Planning Commission, pursuant to Section 39 of the Michigan Planning Enabling Act – Public Act 33 of 2008, as amended (“the Act”) – sent notices by first class mail of its intent to prepare amendments to the Master Plan to designated entities listed in Section 39 on or about June 19, 2013;

WHEREAS, the Planning Commission completed the proposed amendments and submitted the same to the Township Board at a regular Board meeting of March 24, 2014, pursuant to Section 41 of the Act, for approval of the distribution of the amendments in the manner prescribed by Section 39 of the Act to the designated entities listed under Section 41 of the Act for comment;

WHEREAS, Notice of Transmittal of Master Plan Amendment and Request for Comment was distributed on April 29, 2014 and a notice of public hearing was prepared, pursuant to Section 43 of the Act, and the same was served upon all of the designated entities in a manner prescribed by Section 39 of the Act, on or about July 10, 2014;

WHEREAS, the notice of public hearing was properly published in a newspaper of general circulation on or about July 22, 2014, pursuant to Section 43 of the Act; and

WHEREAS, the Planning Commission held public hearing on the proposed amendment as required by Section 43 of the Act at their regular August 7, 2014 meeting; and

WHEREAS, following consideration of oral and written comments provided by the public and surrounding municipalities, none of which resulted in the need to make substantial changes to the proposed plan, the Planning Commission approved the amended Master Plan with minor changes immediately following the public hearing and recommended the Township Board take similar action at their August 7, 2014 meeting.

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Board of Trustees for the Charter Township of Kalamazoo that the proposed amendments to the Township Master Plan dated August 25, 2014 are hereby approved; and

IT IS FURTHER RESOLVED that the Township of Kalamazoo Board of Trustees does hereby direct the Township Clerk to sign this Resolution signifying the adoption of the Charter Township of Kalamazoo Master Plan, and file attested copies in the Clerk's office.

A motion was made by Trustee Steven Leuty, seconded by Trustee Donald Martin, to adopt the foregoing Resolution.

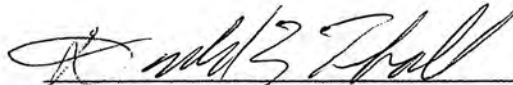
Upon a roll call vote, the following voted "Aye."

Reid, Thall, Cochran, Martin, Miller, Leuty, Goodacre

The following voted "Nay":

The following "Abstained":

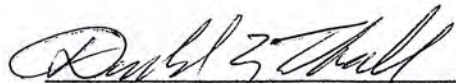
The Clerk declared that the Resolution has been adopted.



DONALD Z. THALL, Clerk  
Charter Township of Kalamazoo  
1720 Riverview Drive  
Kalamazoo, MI 49004  
(269) 381-8080

#### CERTIFICATE

The undersigned Donald Z. Thall, the duly elected Clerk of the Township of Kalamazoo, hereby certifies that the foregoing is a true copy of a Resolution adopted by the Kalamazoo Township Board at a public meeting held on September 22, 2014, at which meeting a quorum was present; that the members of said Board voted upon the aforesaid Resolution as shown; and that said meeting was conducted in accordance with the Open Meetings Act of the State of Michigan.



Donald Z. Thall, Clerk

**Resolution of the Charter Township of Kalamazoo Planning Commission  
Approving and Recommending for Final Approval  
Amendments to the Township Master Plan**

**Charter Township of Kalamazoo  
Kalamazoo County, Michigan**

**August 7, 2014**

WHEREAS, the Planning Commission, pursuant to Section 39 of the Michigan Planning Enabling Act – Public Act 33 of 2008, as amended (“the Act”) – sent notices by first class mail of its intent to prepare amendments to the Master Plan to designated entities listed in Section 39 on or about June 19, 2013;

WHEREAS, the Planning Commission completed the proposed amendments to the Master Plan and submitted the same to the Township Board seeking authorization to distribute on March 24, 2014;

WHEREAS, the Planning Commission completed the proposed amendments and submitted the same to the Township Board at a regular Board meeting of March 24, 2014, pursuant to Section 41 of the Act, for approval of the distribution of the amendments in the manner prescribed by Section 39 of the Act to the designated entities listed under Section 41 of the Act for comment;

WHEREAS, Notice of Transmittal of Master Plan Amendment and Request for Comment was distributed on April 29, 2014 and a notice of public hearing was prepared, pursuant to Section 43 of the Act, and the same was served upon all of the designated entities in a manner prescribed by Section 39 of the Act, on or about July 10, 2014;

WHEREAS, the notice of public hearing was properly published in a newspaper of general circulation on or about July 22, 2014, pursuant to Section 43 of the Act; and

WHEREAS, the Planning Commission has held the public hearing on the proposed amendment as required by Section 43 of the Act.

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Planning Commission for the Charter Township of Kalamazoo that the proposed amendments to the Township Master Plan dated March 18, 2014 with amendments discussed during the Public Hearing are hereby approved; and

IT IS FURTHER RESOLVED AND RECOMMENDED to the Charter Township of Kalamazoo Board of Trustees that the proposed amendments to the Township Master Plan be given final approval by the Township Board, which reserved to itself the right to approve or reject the amendments, pursuant to Section 43 of the Act.

A motion was made by Rothrock, seconded by Milne, to adopt the foregoing Resolution.


Upon a roll call vote, the following voted "Aye." Vander Klok, Dingemans, Leuty,

The following voted "Nay": —

Milne, Rothrock, Talbot,  
Waskiewicz

The following "Abstained": —

The Planning Commission Chairman declared that the Resolution has been adopted.

  
\_\_\_\_\_  
ROBERT VANDERKLOK, Chairperson  
Charter Township of Kalamazoo Planning Commission

## **ACKNOWLEDGMENTS**

The participation and cooperation of community leaders and residents in the preparation of the Kalamazoo Township Master Plan is greatly appreciated. The efforts of the following individuals were particularly important:

### **Township Board**

Ronald E. Reid, Supervisor  
Donald Z. Thall, Clerk  
George E. Cochran, Treasurer  
Pamela Brown Goodacre  
Steven C. Leuty  
Donald D. Martin  
Mark E. Miller

### **Planning Commission**

Henry Dingemans  
Steven Leuty  
Sarah Milne  
Charles Rothrock  
Robert Talbot  
Robert VanderKlok, Chairperson  
Carol Waszkiewicz

### **Township Staff**

Gregory Milliken, AICP, Planner & Zoning Administrator

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## INTRODUCTION

This document is an update of the 2000 Charter Township of Kalamazoo Land Use Plan. While the 2000 Land Use Plan followed a more traditional form of planning documents that emphasize the physical environment, both natural and built, the 2007 Master Plan, while recognizing the importance of the physical environment, will address more demographic and economic development issues. It will also stress specific development and redevelopment issues rather than general policy guidelines, thereby making a briefer but more detailed document. In that sense it could be regarded as a “nontraditional” master plan. It will also strive to be less technical and more readable. In a sense, it will be “leaner and meaner”.

**2014 Amendment:** In accordance with the requirements of the Michigan Planning Enabling Act, the Kalamazoo Township Planning Commission has undertaken the required five-year review of the Master Plan. That review showed that there are a few substantive changes that needed to be made along with several other minor changes. These changes were not significant enough to warrant a major overhaul of the document. Rather, the 2014 amendments have been inserted within the current Master Plan text. Major changes are shown in call-out boxes, such as the one used here, while the minor changes have been inserted inline.

Master planning documents have largely been the purview of planning commissions, providing the guidelines in making recommendations to the legislative body on land use decisions. This plan is intended to be of as much value to the Township Board as it is to the Planning Commission, by providing a detailed understanding of “who are we really planning for”. This understanding can help prioritize expenditures that focus on issues raised in this plan, such as the need for alternative housing choices, providing recreation that is sensitive to the needs of particular neighborhoods, and increasing code enforcement to preserve the Township’s housing stock.

Even though the Plan is specific to the Township, it does not ignore the Township’s role within the greater Kalamazoo community and within the region. For example, business decisions, such as employment reductions and campus consolidations made by the Pfizer Corporation and National City / PNC Bank, have affected several communities in southwestern Michigan. In addition revenue sharing has been cutback, owing to the state of Michigan’s economy. These cutbacks have forced local governments to reduce the level of services to their constituents. Forecasts for improvements in the economy in the immediate future are not promising.

However, there is plenty to be positive about. In an effort to retain the bio-med talent that has chosen to remain in the community, Southwest Michigan First in conjunction with Western Michigan University is aggressively pursuing economic development initiatives in the field of biomedicine. Several start-up companies have already left the Innovation Center for larger, permanent locations. Intergovernmental cooperation with

regional agencies like Southwest Michigan First and neighboring jurisdictions is a primary component for attracting and keeping new business.

Perhaps the most significant economic development effort is the “Kalamazoo Promise”, the philanthropic gift that provides free college tuition to state colleges and universities for qualified graduates of the Kalamazoo Public School System. The benefactors have made it known that their commitment to the Promise will never end. Since the majority of all four neighborhoods in the Township are located in the Kalamazoo Public School system, the Promise could have a substantial impact on the demand for housing, particularly for younger families.

As mentioned previously, this document serves as an update to the 2000 Land Use Plan. Much of the information in the 2000 Plan remains relevant and did not need to be replaced or updated. (In fact, some key analytical sections from the 2000 Plan have been included in the appendix of this document.) Rather, this update serves as a supplement to the 2000 Plan with additional information, policy updates, and more in depth analysis of critical issues facing the Township today.

Similarly, as stated previously, simple changes made as part of the 2014 amendments have been made inline with the existing text while more substantial changes have been shown in these call-out boxes to make them more noticeable.

As residents, developers, policy makers, you are invited to take some time in reviewing this Master Plan document. It not only contains some interesting facts, its policies are likely to affect you in some way, whether it is long term or short term. It will also give you the confidence that the Township Planning Commission and the Township Board of Trustees have taken the time to inform themselves on the current status of the community and produced a plan that is focused on providing a quality living, recreating, and working environment for its residents.

## THE BIG PICTURE

The Charter Township of Kalamazoo is an “inner ring suburb”, defined as a post World War II community adjacent to a central city. It developed between 1950 and 1969, a time in which the primary mode of transportation was the automobile. If there are “inner ring suburbs”, there have to be “outer ring suburbs”. Oshtemo and Texas Townships and the southern half of the city of Portage are examples of outer ring suburbs.

The emergence of “rings” of growth is a function of urban sprawl. The phenomenon of sprawl is brought about by economic growth of metropolitan areas creating movements of population and business toward the outer edges of metropolitan areas, along with the demands for newer and larger housing and cheaper land for business development. The addition of newer and larger housing causes deterioration of aged and obsolete housing in the central city and inner ring suburbs. Simply put, the supply of newer and larger housing absorbs more than the growth of households in the metropolitan area. Movement to the outer edges of the metro area often leaves the central city and the inner ring suburbs with a socio-economic population that is poorer and requires more services. The Kalamazoo metro area is a clear example of this dynamic.

Brownfields (previously developed, abandoned, contaminated, and usually industrial sites) are another example of this phenomenon. Previously active and viable industrial sites are abandoned for larger sites outside of town where newer, larger facilities can be constructed. This leaves abandoned buildings and contaminated sites behind with limited value. The economic market for development of these sites and the available infrastructure does not support continued use of the abandoned or contaminated land without incentives or support from the public sector. The Township has prepared a Brownfield Plan enabling the capture and distribution of funds to facilitate redevelopment of these sites, including clean up of remaining contamination.

While the Township has an established Brownfield Redevelopment Authority, Kalamazoo County also has a Brownfield Plan and Authority that includes Kalamazoo Township. The resources, experience, and staffing available through the County Brownfield Authority make it a viable and attractive partner for these critical redevelopment projects and the Township should continue to seek partnerships with the County in these endeavors.

The 2010 Census indicated that the Township has a population of 21,918, making the Charter Township of Kalamazoo one of the largest townships in terms of population in southwestern Michigan and, indeed, the state. The 1990 census population was 20,976, thus showing that the Township grew by about 1,000 residents or 4.5% over the last 20 years. While this can be considered low for townships that abut central cities, it is average if not slightly above average when compared to the growth rate for “inner ring” built-out suburban communities. During that same time period, the State of Michigan population increased by 6.1% rising from 9,311,319 in 1990 to 9,877,670 in

2010. However, it should be noted that the population in 2000 for the state was 9,952,450 and thus fell by 74,780 people or nearly 1% from 2000 to 2010.

But let's take a look at some interesting Township facts relating to housing and demographics (from the 2010 U.S. Census).

- About 66% of all the housing units in the Township (9,370) are owner occupied, making 34% renter occupied. This is a good ratio of owner to rental units, typical of older but stable communities. However, the percent of rental occupied units has increased by 4% since 2000. Anecdotally, it appears that Westwood and Eastwood have the highest numbers of rental units.
- Of the 9,370 households in the Township, 2,619 (28%) have children under 18, and 2,149 (22.9%) have individuals 65 & over. 971 of the individuals 65 & over (10.4% of total) live by themselves.
- 5,322 (50.4%) of all single-family dwellings in the Township were built before 1959. This means that the majority of houses in the Township are over 50 years old.
- 1,072 or 10.2% of all dwelling units were built before 1939. This percentage has decreased since the 2000 Census due to demolition work that has been completed by the Kalamazoo County Land Bank as well as new construction that has occurred in 2012 and 2013.
- Over 44% of the homeowners in the Township moved into their homes after 2005. Less than half of the population (37.4%) have lived in the same unit since 1999. While this may indicate growth, it is more of an indication of the transitive nature of the community in more recent years.
- The median age of the population in Kalamazoo Township in 2010 was 33.3 years, which was less than the median age for the County (34.1).
- Of the 9,370 total households in the Township, about one quarter (28.0%) have individuals under 18 years of age and one quarter (22.9%) have individuals 65 years and over.
- 971 residents 65 and over live alone, which is a 32% increase from 2000.

Most communities provide alternative housing, smaller units, close to transportation, and limited outside maintenance to support this population. Unfortunately such housing availability is lacking in the Township, and the needs of this rapidly growing population are not being adequately served in the Township. This Master Plan intends to address this very issue.

Here are a few more interesting facts (from the 2000 U.S. Census and the 2011 American Community Survey).

- The median housing value in 2011 was \$105,200. In 2000, the median value was \$84,700. Converted to 2011 dollars, this becomes \$110,305.77, representing a decrease in median value over this period. This is not surprising considering the housing crisis that occurred in that period.
- The median gross rent went from \$729 in 2000 to \$733 in 2011 (both in 2011 dollars). Three factors can account for this consistency.
  1. The existing rental units in the Township have not been upgraded and therefore neither has the rent.
  2. The market for rental units became more competitive with the advent of new rental units built in nearby communities as well as the increase in rental units due to the drop in home ownership created by the housing crisis.
  3. There has been an increase in subsidized rental housing in the Township.
- The median family income increased from \$46,161 in 2000 to \$54,588 in 2011. However, when adjusted to 2011 dollars, the income levels actually dropped by over 10% during that period. It must be noted that the significant student population in the Township, a population that grew in the last decade, has a strong influence on this statistic.

These figures illustrate the impact of the poor state and federal economy and the housing crisis on Kalamazoo Township. Although the economy is showing signs of rebounding, it may be a while before it returns to the levels seen in the early 2000's.

The manufacturing sector of the economy has been shrinking for several years, as our economy changes from being manufacturing based to being service and technology based. Manufacturing is no longer the leading sector in terms of employment, having been overtaken by educational services / health care / social services. Manufacturing jobs are important due to the skills and wages involved and the economic spin-off they create. Although the Township has substantial lands dedicated to manufacturing use, most have been abandoned and await redevelopment. The age of the buildings in this area along with the area's limited transportation access to regional markets challenges the long-term viability of this area for manufacturing.

There are several case histories of communities forced to deal with aging and vacant industrial buildings. Thought must be given to planning for the day when the number of manufacturing jobs has been significantly reduced and the resulting vacant buildings have limited marketability.

## A CLOSER LOOK AT THE NEIGHBORHOODS

Historically the Charter Township of Kalamazoo has been divided into four neighborhoods, Lakewood, Eastwood, Westwood, and Northwood. These neighborhoods are largely based on geography and have become conveniently identified with the locations, (Eastwood on the east side of the city of Kalamazoo; Westwood on the west side.) Over the years, though, each has taken on its own identity, making them distinctive and cohesive neighborhoods.

Traditionally, these neighborhoods and their unofficial boundary designations have been based on the fire districts that serve them. For decades, Township residents have known these neighborhoods by these names based on these boundaries. Unfortunately, the Census Bureau does not follow the same boundaries when laying out its census tracts and block groups within the Township. Because the Census is the primary means of collecting data about these neighborhoods and the Township, we will be utilizing the census boundaries instead of the fire district boundaries for the purpose of this Plan. Therefore, some of the locations and landmarks described below may not traditionally be associated with the particular neighborhood it is tied to in this text. However, for the purposes of this analysis, it was included in that neighborhood due to the alignment of the Census Bureau's boundaries. (See Map 1)

Further complicating the analysis is the fact that the boundaries of some of the census tracts changed between the 1990 and 2000 census. Specifically, block group 2 in census tract 18.03 was a part of census tract 14.02 in 1990. This 1990 alignment follows the more traditional separation along the Kalamazoo River between the Eastwood and Lakewood neighborhoods. However, the 2000 alignment (shown on Map 1) differs from the traditional neighborhood boundaries and limits the ability to analyze trends or change between 1990 and 2000 in these two neighborhoods. There does not appear to have been any significant change in the census district boundaries in the other two neighborhoods. Although the census boundaries do not perfectly align with the traditional neighborhood boundaries, we will still be able to track trends and develop a sense of the activity that is occurring in Westwood and Northwood.

In the 2010 Census, the census tracts have again been realigned. This realignment better reflects the neighborhood relationship present in the Township, but makes comparisons over time more complicated. However, Census 2010 simplified the data collected and analyzed. Therefore, the same data previously available at the tract and block group level is no longer available. Therefore, the analysis provided from 2007 remains. Where possible, we have updated or annotated the information with updates from the 2010 census. But for the most part, the information remains from the previous review. It is likely that the numbers have changed since that time (and most of those changes are not reflected in this section), but the general trends and comparisons between neighborhoods and block groups is likely consistent. In the appendix, we have

provided a summary chart with general demographic data that is available on the census tract level for the census tracts that cover the majority of Kalamazoo Township.

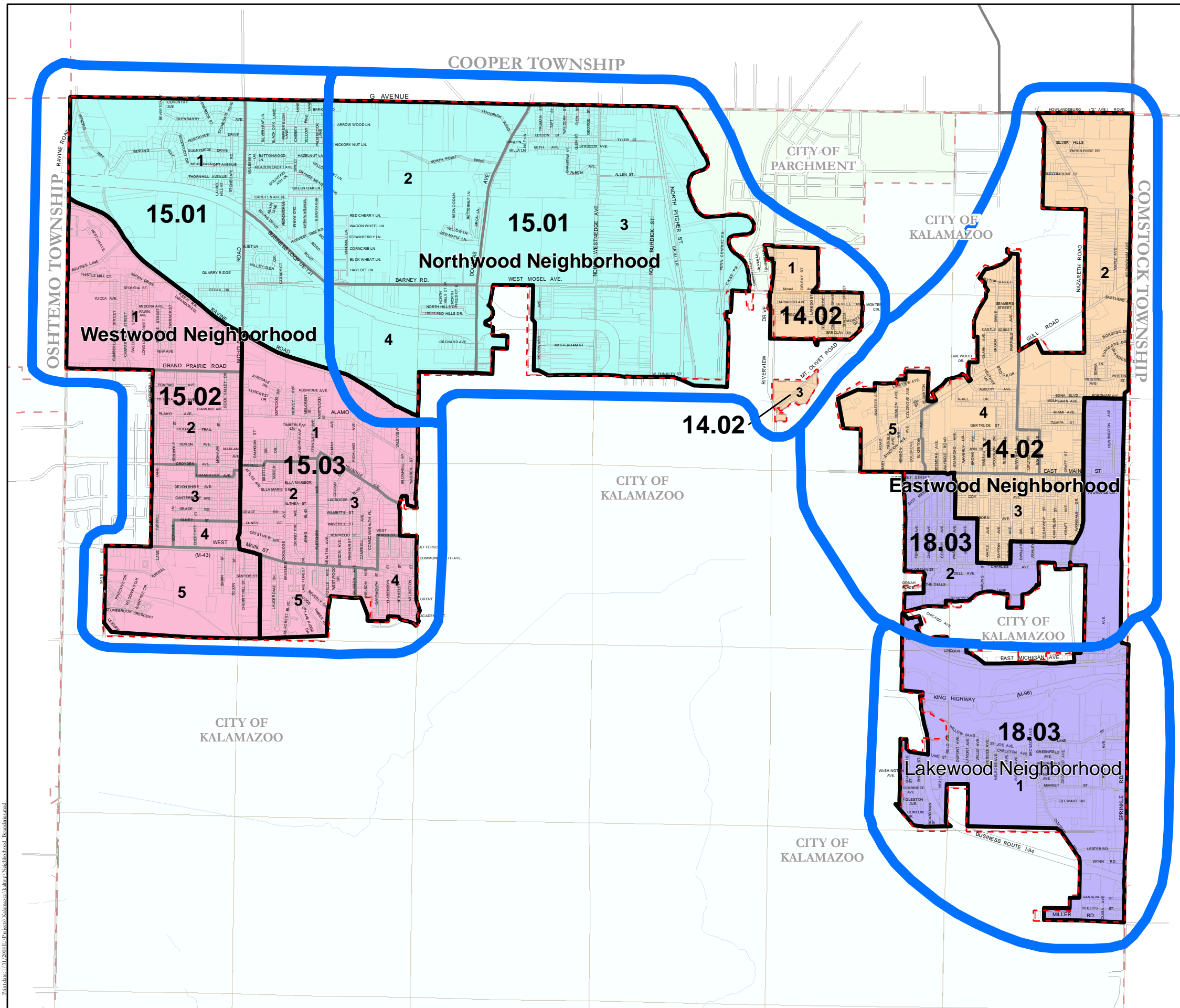
The **Lakewood** neighborhood is the Township's least populated neighborhood with a population in 2000 of 2,342.<sup>1</sup> Within the neighborhood, there was an increase in the population in this neighborhood during the 1990's of 16.5%. (The population in 2010 was 2,282, although the difference in population may reflect a change in census boundaries as much as a change in population.) (Map 2 shows the Lakewood neighborhood and its census tracts and block groups.)

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<sup>1</sup> In order to make comparisons between 1990 and 2000, the 1990 alignment was used for the purposes of determining percent change between 1990 and 2000. Below, the percentages represent the change in block group 1 of census tract 18.03. However, the actual figure that is provided is the total for the entire census tract (both block group 1 and 2).

# Neighborhood Boundaries

Charter Township of Kalamazoo  
Kalamazoo County, Michigan



## Fire District Boundaries

Approximate Neighborhood Boundary

## Census District Boundaries

- Eastwood Neighborhood
- Lakewood Neighborhood
- Northwood Neighborhood
- Westwood Neighborhood

2000 Census Tracts

2000 Census Block Group

Kalamazoo Township Boundary

Municipal Boundary

Data Source: McKenna Associates, 2007,  
Michigan Center for Geographic Information, Version 6a.  
Base Map Source: Prein & Newhof, 2007



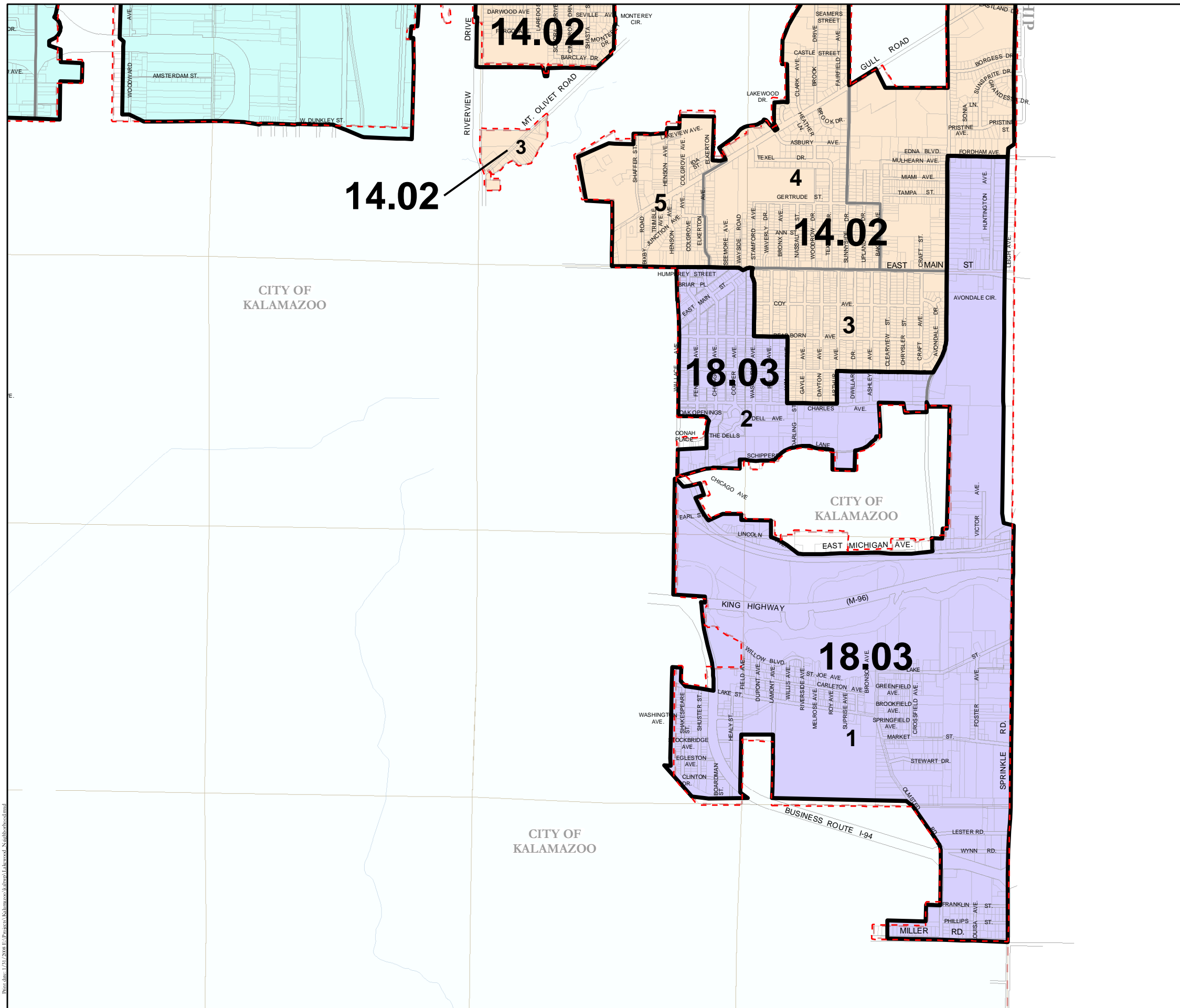
**McKenna**  
ASSOCIATES  
INCORPORATED





# Lakewood Neighborhood

Charter Township of Kalamazoo  
Kalamazoo County, Michigan



### Census District Boundaries

- Eastwood Neighborhood
- Lakewood Neighborhood
- Northwood Neighborhood
- Westwood Neighborhood

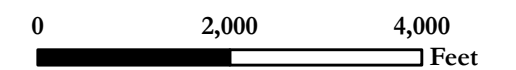
15.01 2000 Census Tracts

1 2000 Census Block Group

Kalamazoo Township Boundary

Municipal Boundary

Data Source: McKenna Associates, 2007,  
Michigan Center for Geographic Information, Version 6a.  
Base Map Source: Prein & Newhof, 2007



**McKenna**  
ASSOCIATES  
INCORPORATED



But let's see what other changes have occurred in the neighborhood between 1990 and 2000 (from 2000 U.S. Census).

- The non-white population in the neighborhood was 365 in 2000, an increase of 64.9%. It increased to over 600 in 2010.
- The total number of housing units was 866 in 2000. The number of housing units increased approximately 17.4% between 1990 and 2000. The number of rental units was 243 in 2000, and increased at a similar 18.2% rate over the same period. The percentage of rental units remained steady and represented about 30% of the total occupied housing units in 2010.
- Of the 858 households in Lakewood, 251 are households living alone, 61 of which are over 65 years of age. In addition, women head 131 households with no husband present.
- The 2000 median household income for the Lakewood neighborhood is \$36,130, with white, black, and Hispanic having median household incomes of \$37,039, \$26,625, and \$48,571 respectively. In the Lakewood neighborhood, the white population comprises 84.4% of the neighborhood. African-Americans comprise 9.8% with the majority residing in block group 2. The Hispanic residents total 1.3% of the population and all live in block group 1.

With census data available by block group, we can dig a little deeper into smaller areas within Lakewood. For example, Lakewood is defined by census tract 18.03. Within this tract are Block Group 1 and Block Group 2. Block Group 1 is by far the largest, extending along the eastern border of the Township between East Main Street on the north and Miller Road on the south. Block Group 2 is bordered by Schippers Lane on the south, Humphrey on the north, Wallace on the west, and Avondale on the east.

The distinguishing characteristics between the two groups, according to the data from the 2000 census, are:

- Block Group 1 has a lower median housing value and a higher percentage of adults without a high school education than Block Group 2.
- Block Group 2 has a higher percentage of rental units and a higher number of female-headed families with no husband present and living below poverty.
- Both block groups have median household incomes less than the Township average.

Lakewood is also the neighborhood that is most impacted by the Kalamazoo River, with the River dividing the neighborhood into two unequal parts. The smaller, northern half is

largely undeveloped as much of the land is within the low-lying area of the Kalamazoo River basin.

The larger southern part has significantly more development, primarily single-family detached dwellings and small businesses. Lakewood is also home of the Kalamazoo County Exposition Center and Fairgrounds. At the southern edge of this portion of the neighborhood is the I-94 Business Loop. A recent intergovernmental project involving the Charter Township of Kalamazoo, City of Kalamazoo, Kalamazoo County, and State of Michigan includes plans for improvement of this corridor including landscaping, streetscape treatment, and intersection design recommendations.

The City of Kalamazoo will initiate work on the Lake Street / BL-94 intersection in 2014 with completion scheduled for 2015. This work includes lane realignment, signal improvements, streetscape features, sidewalks, landscaping, and the closure of Boardman Street at Lake Street.

Lake Street is the principal commercial corridor that runs through the Lakewood neighborhood connecting BL-94 to Sprinkle Road providing access to the Expo Center and other County facilities. A significant number of businesses – retail, office, restaurant, and light industrial – are located along Lake Street. These uses serve the neighborhood as well as provide destination business locations for the Kalamazoo region. As the Township evaluates its key commercial corridors and traffic centers, Lake Street should be included in such discussions due to the growth and intensity of success of business development along this corridor.

A large part of this southern piece is home to a former Georgia Pacific manufacturing plant. Demolition of this large waterfront site is done and has created a significant brownfield area for redevelopment. In addition, the former Nolichucky property, also located in this area, has been abandoned and has been transferred to the Township.

While Lakewood's proximity to the Kalamazoo River offers substantial recreation potential, it also has its drawbacks. The latter consists of a high water table that has often limited development. Nevertheless, the neighborhood is served by public water and sewer. Lakewood remains one of the area's most affordable neighborhoods.

Earlier we discussed the importance of intergovernmental cooperation. Several examples of these efforts exist in the Lakewood neighborhood. These include: 1) Lakewood Park, where individuals, Kalamazoo Public Schools, Kalamazoo County Health Department, State of Michigan, and the Charter Township of Kalamazoo made park improvements and replaced old play equipment; 2) 1-94 Business Loop Plan and improvements where individuals, State of Michigan, Kalamazoo County, City of Kalamazoo, and the Charter Township of Kalamazoo have worked together to improve the corridor and the gateway to the region; and 3) the Kalamazoo County Fairgrounds has worked with the Charter Township of Kalamazoo and Kalamazoo County Health

Department to add sidewalks for the area. In addition, the Fairgrounds will make Lake Street improvements in the near future.

A fourth example going forward would be brownfield redevelopment, which will have to be a coordinated effort of the County, the Township, and a private developer or other entity. Only through such coordination will the abandoned and/or contaminated properties in the Township see new life.

**Eastwood**, immediately to the north of Lakewood, contains the Township's largest concentration of aging housing stock. The 2000 Census indicated that the population of the neighborhood was 6,251. The population between 1990 and 2000 decreased by 4.7% in this neighborhood.<sup>2</sup> The census tracts changed again in 2010 for the Eastwood neighborhood, so the 2010 population of 5,825 in tract 55.02 may represent a decrease in population or a change in the boundary. (Map 3 illustrates the census tracts and block groups in the Eastwood Neighborhood.)

Here are some other relevant facts (2000 U.S. Census).

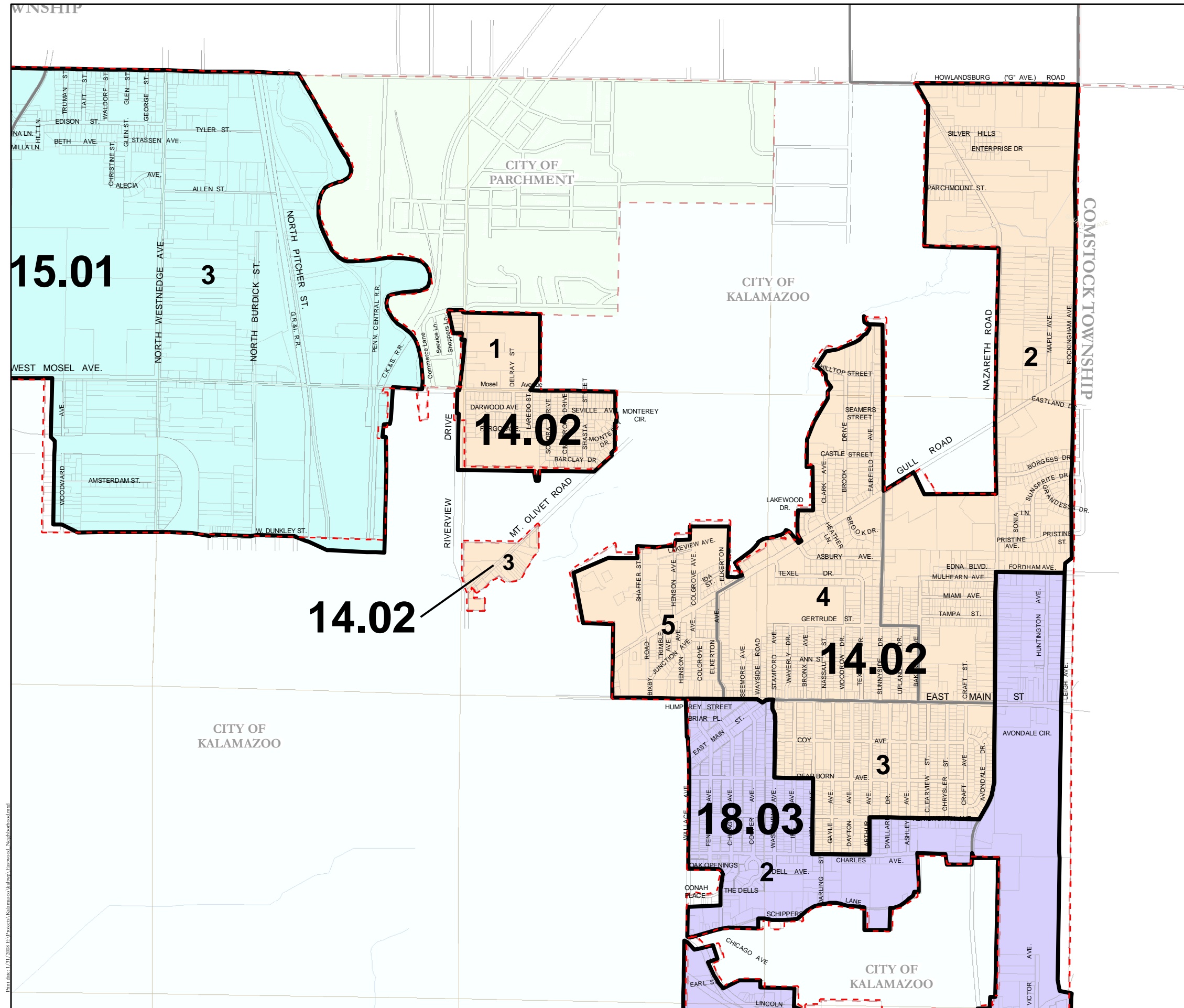
- The non-white population was 1,573 in 2000. This population increased by nearly 60% in the 1990's at the same time the overall neighborhood population was decreasing by almost 5%. The non-white population increased to nearly 2,000 in 2010.
- There were a total of 2,776 dwelling units in Eastwood in 2000, 2,604 of which were occupied for a vacancy rate of 6.2%. Approximately one third of the units were rental. The total number of dwelling units decreased by 1.5% during the 1990's. The number continued to decrease in the 2000's falling to 2,651 while the vacancy rate increased to 10.8%, the highest of any of the neighborhoods. The percentage of rental occupied units also increased to 38.4%.
- Of 2,604 occupied households in 2000, 755 are living alone, 216 of which are over the age of 65. There are also 393 households headed by women with no husband present.
- The median household income in Eastwood was \$37,148 with white, black and Hispanic household incomes of \$38,873, \$28,614, and \$47,045 respectively. In the Eastwood neighborhood, 74.8% of the population was white during the 2000 Census, 17.3% was African-American, 2.7% was Hispanic, and 5.2% were classified in other categories.
- There are a significant number of persons living below poverty north of East Main and west of Fairfield.

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<sup>2</sup> Similar to the Lakewood neighborhood, all the hard statistics from the 2000 Census will be based on the total results for census tract 14.02. However, in order to make general comparisons and note trends between 1990 and 2000, percentage increases or decreases described below will also include census block group 2 from tract 18.03 in the totals for 2000 as this was part of tract 14.02 in the 1990 Census.

# Eastwood Neighborhood

Charter Township of Kalamazoo  
Kalamazoo County, Michigan

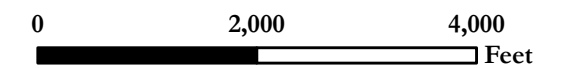


## Census District Boundaries

- Eastwood Neighborhood
- Lakewood Neighborhood
- Northwood Neighborhood
- Westwood Neighborhood

- 15.01 2000 Census Tracts
- 1 2000 Census Block Group
- Kalamazoo Township Boundary
- Municipal Boundary

Data Source: McKenna Associates, 2007,  
Michigan Center for Geographic Information, Version 6a.  
Base Map Source: Prein & Newhof, 2007



Eastwood has five block groups within census tract 14.02. Here are some demographic details.

- According to the 2000 Census data, Block Group 5 which includes Henson, Colgrove, and Junction Streets has the lowest median household income, the highest number of female headed families with no husband present and living below poverty, the highest number of children under 5 living in poverty, the highest percentage of rental units, and the highest number of persons living below poverty.
- Block Group 4 immediately to the east including Texel, Ann, and Sunnyside Streets also has an equal number of female headed households living below poverty, a lower than average median household income, a high percentage of rental units, and an equal number of children living below poverty.
- Block Group 1 including Delray, Shasta, and Sonora Streets has a high percentage of adults without a high school education.

Passing through Eastwood are two major thoroughfares, East Main Street and Gull Road (M-43). Gull Road is the more major of the two, being a state highway and a regional transportation link between the cities of Hastings and South Haven. Even though there are pockets of residential uses of varying densities along the frontages of both thoroughfares, they have largely developed in strip commercial fashion. This has prompted concerns relating to traffic issues stemming from multiple curb cuts.

East Main Street has a significant number of vacant structures and business locations along the corridor that have resulted from the growth along other nearby roadways and market centers. Due to the density of development in the Eastwood area, commercial use is still appropriate along this corridor. However, existing sites will require redevelopment or a shift in character in order to bring new business and vitality to the neighborhood. The character of the corridor and the uses and development alongside will need to transition away from serving a regional commercial market towards more of a neighborhood scale.

To facilitate such redevelopment, additional flexibility and incentives will have to be incorporated into the development standards of the Township, such as allowance for mixed uses. Such development would allow for a traditional commercial center to retain its value while reducing the intensity of commercial use.

Eastwood is also home to Borgess Medical Center and its campus, making it a regional health care facility. Even though a portion of the hospital is in the City of Kalamazoo, the impact of the hospital and development that is related to the hospital has affected the neighborhood, both positively and negatively. The hospital and its affiliated facilities generate a significant amount of traffic along Gull Road bringing business and customers to the commercial establishments in the Township along that corridor.

However, the added traffic and the noise from emergency vehicles can have negative impacts on surrounding properties.

**Westwood** has the largest population of any of the four neighborhoods. In 1990 the official population was 9,020; the official population in 2000 was 9,122, an increase of 1.1%. For a neighborhood that has some of the Township's newer housing stock, this growth rate is surprisingly low.<sup>3</sup> The population in 2010 is 8,653, and it appears that the census tracts in this neighborhood did not change. If that is the case, the population in this neighborhood fell by 5% in the 2000's.

Of all four neighborhoods, Westwood bears most of the impact from the four universities and colleges in the community – Western Michigan University, Kalamazoo College, Davenport University, and Kalamazoo Valley Community College. Several professional, paraprofessional and clerical employees of the University live in the neighborhood. Given its proximity to these campuses, in particular Western Michigan, the neighborhood also provides housing to a portion of the student population, primarily along Kendall.

The Westwood neighborhood contains two census tracts, 15.02 and 15.03, each of which have five block groups. The tracts are divided by Nichols Road. However, with one or two exceptions, West Main divides both tracts into two distinct neighborhoods. North of West Main is often what people refer to as the Westwood neighborhood. The demographic profile for the area south of West Main is very different than that to the north. (Map 4 shows the Westwood neighborhood with its census tracts and block groups.)

Here are some examples (2000 U.S. Census).

- A significant proportion of the housing south of West Main is rental units that cater to students. Ironically, this area has a high number of individuals below poverty (what one would expect from students) **and** high median income. The speculation is that the household incomes from residents living on streets like Westwood and Gilkison along with the residents of Lake Forest Apartments and the Cloisters provide the high income figures while the residents living on the eastside of Kendall provide the poverty figures. Again, the poverty figure is somewhat inflated by the presence of students.
- The north frontage of West Main west of Nichols Road has a very high percentage of rental units. The percentage of rental occupied units in the Westwood neighborhood in 2010 was 41.2%.

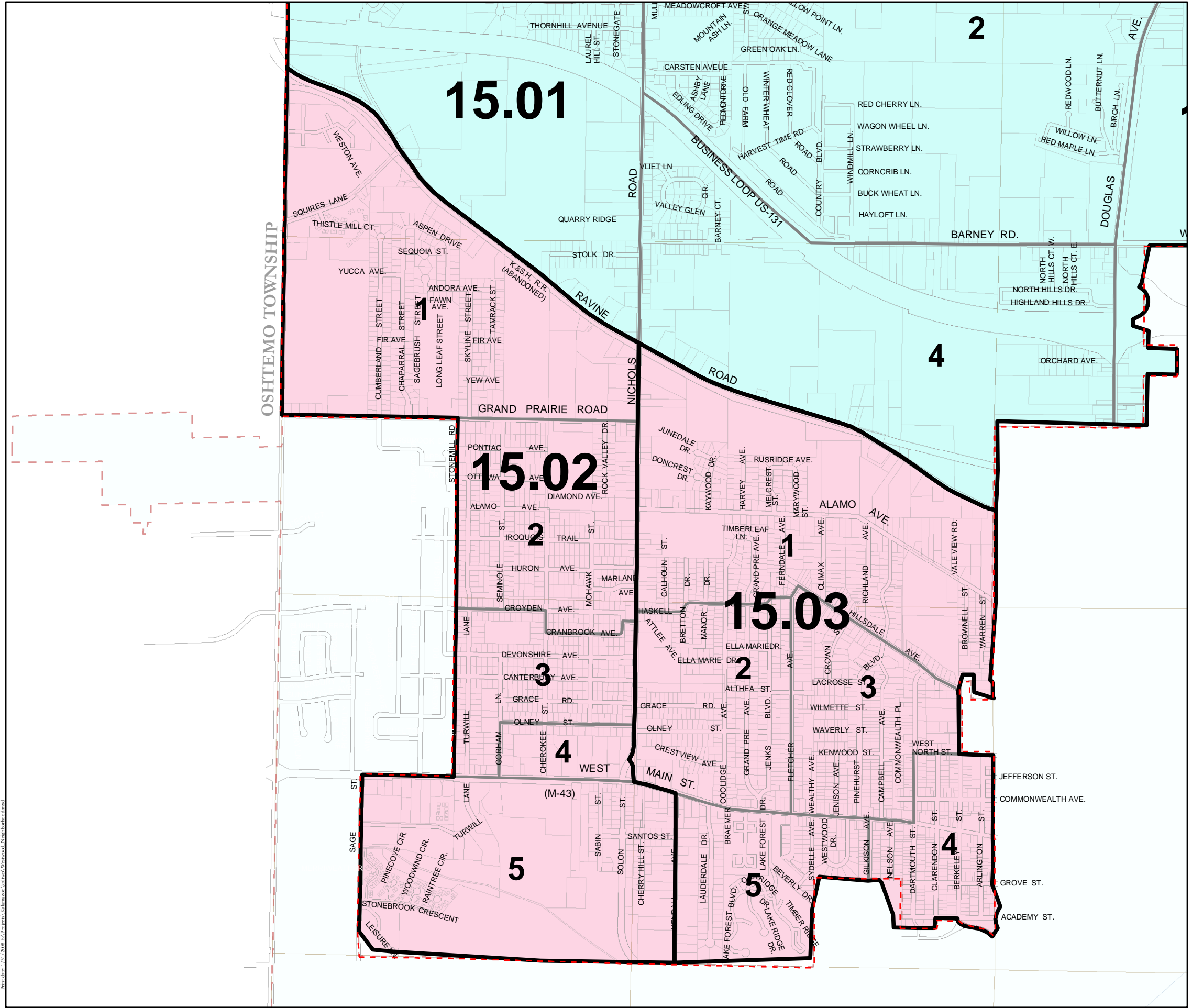
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<sup>3</sup> As mentioned previously, there was no change to the Census district boundaries for the Westwood neighborhood, so we are able to make these comparisons cleanly. The same is true for Northwood below.



- Block Group 4 in census tract 15.03 is both north and south of West Main, including such streets as Dartmouth, Berkley, and Clarendon. In 2000, this neighborhood had a relatively low median household income and a reasonably high number of persons, children and female-headed households living below poverty. Median housing value (\$79,700) was less than the Township average of \$84,700. It also had a relatively high percentage of adults without a high school education and between 25% to 43% rental housing, despite this being largely a single-family neighborhood.
- Also, the 2000 Census results demonstrated that the neighborhood west of Kendall and south of West Main had 20% of its residents over the age of 65 and 13% over 65 and living alone.

The Westwood neighborhood has some very stabilizing influences, including a number of schools and churches, often regarded as gathering places for neighborhood residents. King-Westwood Elementary located on Nichols Road and Indian Prairie Elementary located on Grand Prairie serve a broad area including families from the City of Kalamazoo and Oshtemo Charter Township. Westwood is also home to Kalamazoo Central High School. The revenue from a recently passed bond will provide these schools with program and facility upgrades.

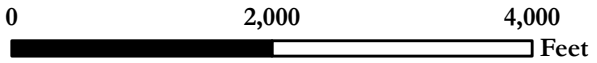


# Westwood Neighborhood

Charter Township of Kalamazoo  
Kalamazoo County, Michigan

- Census District Boundaries**
- Eastwood Neighborhood
  - Lakewood Neighborhood
  - Northwood Neighborhood
  - Westwood Neighborhood
- Legend**
- 15.01 2000 Census Tracts
  - 1 2000 Census Block Group
  - Kalamazoo Township Boundary
  - Municipal Boundary

Data Source: McKenna Associates, 2007,  
Michigan Center for Geographic Information, Version 6a.  
Base Map Source: Prein & Newhof, 2007



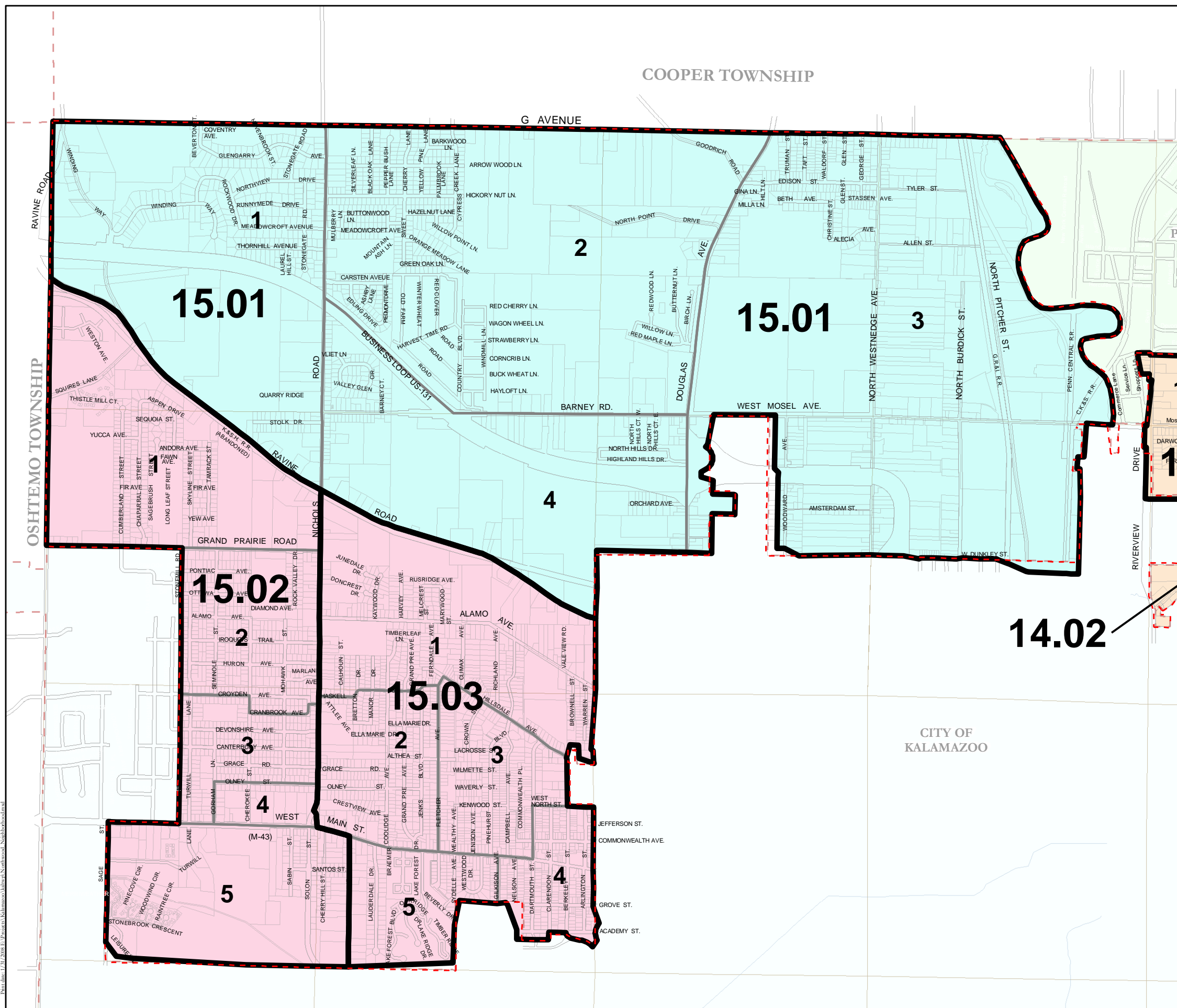
**Northwood** is the neighborhood having the largest land area and is probably the most diverse, having the highest median housing value of any block group in the Township (\$131,800) as well as the lowest, (\$16,600). The population of the Northwood neighborhood census tract in 2010 was 4,542. Like the other neighborhoods, Northwood is divided into four block groups. The following facts help illustrate the neighborhood's diversity. (Map 5 demonstrates the census tracts and block groups for the Northwood neighborhood.) The 2000 Census provides the following demographic information for the Northwood neighborhood:

- Block Group 1 (west of Nichols and north of Business 131) has a population that is nearly 17% African American; Block Group 4 (east of Nichols and south of the business loop) has 5%.
- Block Group 1 has the highest median housing value; Block Group 4 has the lowest.
- Block Group 1 has the highest median household income (\$59,125); Block Group 4 has \$36,131, below the Township average of \$37,463.
- Between 15% and 29% of the residents of Block Groups 3 and 4 do not have high school educations.
- Block Group 3 has a significant number of female-headed households and children under the age of 5 below poverty.

Having the largest geographical area, Northwood offers the most development potential in the Township. Home to several active gravel extraction and processing operations, reclaimed sites offer possibilities for mixed-use developments incorporating substantial amounts of open space.

# Northwood Neighborhood

Charter Township of Kalamazoo  
Kalamazoo County, Michigan



### Census District Boundaries

- Eastwood Neighborhood
- Lakewood Neighborhood
- Northwood Neighborhood
- Westwood Neighborhood

- 15.01 2000 Census Tracts
- 1 2000 Census Block Group

- Kalamazoo Township Boundary
- Municipal Boundary

Data Source: McKenna Associates, 2007,  
Michigan Center for Geographic Information, Version 6a.  
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## Housing

The foundation of any community is its housing stock. The heart of a community is the people that live within it, and quality housing is necessary to provide for these people. The condition of a community's and a neighborhood's housing stock is an accurate barometer of investment or disinvestment, the latter being an indicator of decline and instability.

Every residential street in the Township was driven to assess the exterior condition of the housing stock. While there are many examples of blighting influences, such as outdoor storage or a deteriorating exterior, the general condition of the Township's housing stock is good. There are no significant clusters of deteriorated housing in any one neighborhood so as to warrant drastic remedial programs.

However there is one issue that bears discussion. It's **housing obsolescence**. There are a substantial number of houses in the Eastwood neighborhood for example that have a total of 800 to 1,000 square feet of living space. These houses are frame construction, having been built around 1950. Even though the exterior of the house itself may be in acceptable condition, the functionality of the house is often obsolete; meaning the floor plan no longer meets the needs of today's modern family. Often the interior of the space is divided into very small rooms with small closets and few electrical outlets. Renovating the house is frequently not a good investment since the cost of the renovation would price the house out of the current market. Median housing values on streets like Colgrove, Junction, and Henson are \$66,000. Even a modest renovation of \$15,000 would likely not be repaid in the sale of the house. In addition, an informal survey of local realtors indicates these areas rate low on the desirability scale; therefore, resale becomes problematic.

What to do with obsolete housing has plagued urban communities for several years. If left alone, the tendency is for the housing to become more and more renter occupied. Generally rental housing, especially housing that is functionally obsolete, is not as well maintained as owner-occupied housing. This contributes to a downward spiral in disinvestment in the neighborhood.

Long-term strategies include partnering with the development community, along with possible local grant assistance and zoning incentives, to replace the housing stock and to revitalize aging commercial areas to better serve neighborhood residents. Zoning incentives often center on higher bonus densities for innovative development. Public investment typically comes in the form of infrastructure improvements and recreation facilities. Short-term strategies focus on code enforcement to prevent further housing and neighborhood deterioration.

A potential source of funding for addressing some of these housing issues and other goals of this plan is Community Development Block Grant (CDBG) funding. CDBG funds are provided by the federal government through the Housing and Urban

Development (HUD) department. They are issued to Kalamazoo County, who then distribute from there. Presently, the majority of the grant money goes to the City of Kalamazoo and to a lesser extent the City of Portage due to their large populations and urban issues. However, many of these same issues also affect the Charter Township of Kalamazoo, as presented in this Plan. The Township should work with these entities in order to increase the percentage of funds distributed to the Township.

As predicted in 2008 when the Plan was previously drafted, the situation described above has occurred. The condition of the housing stock in the Township – particularly in Eastwood and Lakewood – has begun to deteriorate. With this and the significance of the housing market crash of the late 2000's, a substantial number of foreclosures occurred in these areas. Increased maintenance complaints, enforcement violations, blight issues, and property abandonment followed. As owners sought alternatives for their property and investors entered the neighborhoods to capitalize on the situation, the percentage of renters in the neighborhoods increased, particularly in the Eastwood and Lakewood neighborhoods. There are several different ways to demonstrate the extent of the rental housing situation in the Township. Although none are able to present the total picture, together they demonstrate the trends that are impacting the community.

The 2010 Census results demonstrated an increase in renter occupied housing units from 2,173 in 2000 to 3,224 in 2010. The percentage of occupied housing units that were renter occupied also increased from 31% to 34% during this time. (The number of vacant housing units has remained fairly consistent during this period.)

The Township also has a rental registration program requiring all rental properties to register with the Township. To solicit registration, the Township sends notice to all residential property owners without a Principal Residence Exemption (PRE) meaning that the property is not their principal residence. An analysis of current rental registration records shows that notices for the 2012-2015 registration periods were sent to 1,266 properties with PRE status in the Township. A total of 270 (21.3%) were determined exempt meaning they were not rental properties, and 996 (78.7%) submitted proper registration. (This is less than the census count for rental units due to the fact that the larger apartment complexes only submit one registration as opposed to one for each unit.)

With increased renters having less financial commitment and a more transient relationship to the Township and the surrounding neighborhood, long time residents have noted a drop in community spirit, that they know fewer of their neighbors, and that the safety and quality of the neighborhoods has gone down. Many attributed these impacts to only a few properties demonstrating the impact a single home can have on a neighborhood. In addition, houses have continued to get older with few incentives to update the outdated facilities to accommodate current demand and/or need. Young families and new residents seek modern amenities – big closets, open floor plans, new appliances, bigger kitchens – and older residents need larger doorways and accessible areas. Older homes that have not been updated cannot accommodate these needs,

and the cost of remodeling is often not financially feasible relative to the value of the home. Without broader overall improvements to the neighborhoods that create similar increases in property values, it is unlikely owners would get payback on the investments made to the home.

It is up to the neighborhoods and the Township to establish other reasons for these more transient residents to be committed to and invest in their community. The financial investment must be replaced by an emotional or personal investment that ties them to the community. This not only encourages them to settle in the Township, but also further invest their time and resources toward making a positive difference in the area. Community branding can also be utilized to change the manner in which a neighborhood is viewed and the residents attracted to locate there. Whether it is a particular style of architecture, ease of commuting or transportation options, unique neighborhood amenities, or other elements that set the neighborhood apart, these distinct qualities should be discovered and highlighted to attract residents and investment in the community.

## **Overall Redevelopment Strategies**

The private sector may initiate redevelopment projects without any active participation by the Charter Township of Kalamazoo. However, redevelopment here is meant to describe one or more public actions that are undertaken to stimulate activity when the private sector is not providing sufficient capital to achieve the desired level of improvement. As identified in the “closer look” section of the Plan, several areas in the Township can be considered “at-risk” neighborhoods. It is unlikely that the private sector will provide sufficient investment into these areas to make a difference and, if left on their own, disinvestment in these neighborhoods will likely continue. Therefore, partnerships with the private sector are critical to revitalizing declining neighborhoods.

Examples of development techniques that may be utilized to provide the desired redevelopment visualized in these areas have been included in the Appendix of this Master Plan. These examples not only address the housing and development issues identified here but also address demographic trends with an aging population and the unique needs they have.

Historically there has been reluctance by the public sector to act in any way that either competes with or unnecessarily substitutes for private sector action. Only when it is demonstrated that private markets are incapable of self-correcting does government take a lead role. Use of authority and power of the public sector to act in the best interest of a neighborhood may be the only means by which development or redevelopment may overcome market forces in a way that best promotes the general welfare of the community.

Turning to public and private sector partnerships is one of the ways of promoting reuse and development of underutilized and vacant sites. Redevelopment and infill development – the development of vacant or partially developed sites surrounded by developed property – are likely to be the only options the Township will have to respond to new markets and promote their desirability as places to live, recreate, and do business. One such example is assisting in the transformation of the East Main strip commercial area into an urban activity center. Another is redeveloping the southeast corner of East Main and Nazareth Road into a mixed use, mixed income development.

The three overall redevelopment strategies for the Township are:

- **Preserve the stability of existing neighborhoods through aggressive code enforcement policies.**
- **Support existing neighborhoods with public investment such as recreation programs and infrastructure investment.**
- **Promote the redevelopment of existing vacant and marginally used sites into mixed-use developments.**

Good planning must remain a central focus in redevelopment. Often economic redevelopment means chasing tax base and sales tax. Planning must address creating good “places” through quality development.

Although not directly tied to land use, many have cited the move away from Community Policing as a trigger that has led to increased enforcement and other negative issues within neighborhoods in the Township. With Community Policing, residents knew their Police Officer and had confidence that there was a public safety presence in the community. This not only increased a sense of safety but also reduced petty crime and negative behaviors. In addition, the Community Policing Officer worked closely with the Zoning Enforcement Officer to provide the daily eyes on the street as well as follow up on compliance and inspections. Without the daily presence in the neighborhoods, the negative, criminal activities have increased, particularly as the transient nature of the population has also increased. A return to this system or something similar should be considered. For the Township to attract new businesses and continue to progress, enforcement will need to be made a bigger priority and bigger part of the discussion.



## THE LOCAL ECONOMY

The formula is simple: jobs drive the housing market; the housing market drives the retail sector. Historically “jobs” have meant manufacturing jobs, and service jobs were dependent on production of hard goods. However, this relationship is uncoupling. The private service sector of the economy, typically involving educational and health service employment is beginning to have a life of its own. According to the Upjohn Institute for Employment Research, the employment 2007 forecast for private service jobs in the Kalamazoo-Portage area is an increase from 0.8% in 2005 to 1.9% in 2007. On the other hand the forecast for goods producing jobs is an increase from minus 0.2% in 2005 to plus 0.2% in 2007. Government and education, which includes the school districts and universities (Western Michigan University, Kalamazoo College, Davenport University, and Kalamazoo Valley Community College), is forecasted to stay relatively stable. These job forecasts could be impacted by further changes to the federal, state, and local economies as the region continues to rebound from the economic downturn. The City of Kalamazoo has a significant budget deficit that will need to be addressed, and how that is addressed is likely to impact the surrounding communities.

What do statistics like this mean to planning? Well let’s think about this. If the private service sector of the economy is growing, and health care is part of the private service sector, and the Township has a regional health care facility within its boundaries, perhaps it makes sense to nurture the potential expansion of the facility and its supporting uses by providing an area on the Future Land Use Plan where such expansion would be encouraged. Perhaps, a large brownfield site could be utilized for this function. With such designation, the plans can be implemented regarding infrastructure improvements and zoning changes as necessary in the future.

Private sector services, though, go well beyond the health care industries. The Kalamazoo-Portage community has made no secret of its intent to encourage the development of the biotechnology industry, which is meeting with some success. For example, AvTech Laboratories, a firm that provides testing services for pharmaceutical and biotechnology companies and Tekna Solutions, a firm that does product development for major life sciences and medical device companies, have both announced plans to expand. In addition, Kalexsyn has built a large facility in Western Michigan University’s Smart Zone. PharmOptima is occupying the former site of Tekna Solutions in Portage. Borgess Medical Center’s animal research is now located in Portage near PharmaOptima. Because Borgess Medical Center is located in the Township, there should be potential in the Charter Township of Kalamazoo to take advantage of similar spin-off opportunities.

Even though these commercial firms are not within the Charter Township of Kalamazoo, they do provide highly paid jobs to people who do or may live within the Township. Furthermore, the strength of the biotechnology industry provides an incentive to plan for companies like that to locate in the Township.

This, of course, begs the question of where would companies like these go in the Township? What current environments are conducive to accommodating high tech firms? In an older urban community whose focus is more on redevelopment than development, these may be difficult questions. Nevertheless, there are several potential sites in the Township, offering significant amenities that would provide excellent campuses for mixed-use development. Some are associated with current gravel mining and processing operations. A reclaimed site of a gravel mining operation often has an area that contains a water element, such as a pond. Here, geothermal technology could be utilized to reduce facility utility costs.

A number of these sites are in the Northwood neighborhood, south of the US-131 business route and north of Ravine Road. These are large sites that can be developed under single ownership, enabling development to have unified design standards, integrated circulation patterns, open space features, and walkability. Being on a heavily traveled thoroughfare, such as the business loop, is often an attraction to companies that desire exposure.

The high technology nature of economic development puts the existing industrial area in the Township at risk. Industries that produce hard goods will continue to face very difficult competition from cheaper labor markets throughout the world. Therefore, planning should envision the day when some of the current industry in the Township is no longer viable. That being said, current trends demonstrate newer industries, smaller companies, and high technology enterprises have maintained an industrial presence in the County creating the potential for industrial redevelopment in these areas.

One strategy is to coordinate with the City of Kalamazoo in its Riverfront Redevelopment Plan. The city is actively engaged in changing the face of the Kalamazoo River. The Plan calls for a shift from the heavy industry in the past to mixed-use development in a traditional neighborhood design. As implementation of the City's Plan expands north, there may be similar development opportunities, should the Township be faced with vacant industrial buildings in the North Burdick corridor.

### **What is Mixed Use Development Anyway?**

This Plan frequently refers to "mixed use" development as an alternative to single use development. What exactly is mixed use development? The concept of mixed-use development in a traditional neighborhood design can be illustrated by the following formula:

$$\text{Density} + \text{Diversity} = \text{Efficiency} + \text{Flexibility}$$

The term "density" often carries a negative connotation to the public. It's associated with historical images of poorly maintained public housing and tenement housing in

major cities. For decades the home buying public has been encouraged to adopt the suburban model as the ideal. However, during the past decade some people have tired of the commute to work, the isolation of suburban development and the emphasis on the automobile instead of the pedestrian. People are beginning to ask themselves, “why not live in places like those I like to visit”. Typically those places feature quaint architecture, walkable streets, outdoor places to gather, and convenient shopping and restaurants. Frequently, local codes and ordinances prohibit the very components that contribute to the quality of the experience.

Density done poorly can be a disaster. Density done well can be a virtue, creating the types of spaces that the public genuinely appreciates. In order for density in a development to be successful it must be combined with a well-integrated mix of uses, building types, housing types, and lot sizes. A mixture of housing types and market segments is one of the essential components of a successful mixed-use development. The combination of density and diversity creates a number of development advantages, including

1. Lower land cost per unit
2. Lower infrastructure cost per unit
3. Greater development flexibility
4. Lower cost for public services

Conventional master plans along with the zoning ordinances that implement the plans are based on separation of housing types and uses with road layouts specific to a “pod” of single uses. A typical example is a single-family subdivision served by a road network exclusive to that subdivision. However, when development is built around a grid street system that connects to existing street networks, the design flexibility is magnified exponentially. In addition, buildings may be designed for more than one use. A single building with three floors may accommodate retail, office, and residential, thereby mitigating against functional obsolescence by allowing use variations in the building to respond to market conditions. These mixed use, pedestrian oriented, grid oriented neighborhoods are often referred to as “traditionally designed neighborhoods” as they embody many of the qualities of traditional neighborhoods from the early to mid 20<sup>th</sup> century. In contrast, “conventional suburban development” describes more typical development design – with larger lots, cul-de-sacs, and fewer community amenities.

Larger sites could continue to implement the grid network of streets and blocks and create a series of garden-style developments, similar to those found in Paris where the buildings form the perimeter of the city block with green space in the core. This results in several positive amenities: 1) an open space area that is safe and protected for all to enjoy, 2) a reduction in curb cuts, supporting access management principles, 3) a green space isolated from the traffic and urban area around them, and 4) the opportunity for

consolidated or shared infrastructure and technology, such as solar panels or geothermal heating and cooling.

Although the cost impact of density, diversity, efficiency, and flexibility is very significant, there are plenty of positive factors on the revenue side of the equation. Analysis of several traditional neighborhood communities throughout the Midwest suggests three market advantages of a well-designed and executed development. They are:

1. Housing value premium
2. Higher long-term value for income property
3. Location premium

Empirical data shows that property appreciation and resale value are typically higher in traditionally designed communities than in conventional suburban development. Similarly, investment experience has shown that a stand-alone “A” quality apartment or retail building slips to “B” and “C” status as the property ages. However, owing to the inherent flexibility in mixed-use developments, real estate assets in mixed-use districts are now considered to be less risky than single use assets in the suburbs.

Buyers and investors have always selected the neighborhood first and the house second. Investors found that buyers are willing to pay more for houses in traditionally designed communities because they provide a foundation for great neighborhoods. Simply, living in a town setting or a thriving neighborhood is renewing the interest of an increasing number of suburb dwellers.

## PLAN RECOMMENDATIONS

Recommendations in this Master Plan consist of overall development and redevelopment strategies and neighborhood specific development and redevelopment strategies. The overall strategies are focused primarily on policy issues for consideration by the Township Board while the neighborhood strategies are site or area specific, thereby relating to both the Planning Commission and the Township Board.

### Policy Recommendations

Economic Development: Increasingly local units of government are regarding economic development as a major function of government. This is not surprising since evidence shows that industry pays \$1.70 in taxes for every \$1.00 required for public services.

A recent survey of the 86% of local governments in urban areas indicated their first priority goal was “increasing jobs located in the municipality”. This was followed by “increasing the tax base” and “diversifying the local economy”. The same survey showed that the major obstacle to local economic development was “limited availability of land” followed by “lack of skilled labor” and “lack of capital and funding”.

In the 2013 survey of Township residents, economic development was ranked as the fifth highest priority for the Township when respondents were asked to allocated limited budget resources. (The top four involved roads and public safety and far exceeded all other options.)

Our earlier discussion of existing development land for industry and existing zoned land for industry in the Township showed three factors that relate to economic development.

1. The North Burdick corridor has dated infrastructure and dated buildings as well as probable brownfield sites. It is also a corridor consisting of manufacturing jobs, the type of job that is leaving the state.
2. The Kalsec campus in Westwood represents a science-based high tech industry that has recently undergone an expansion, thereby providing a stable base for high paying jobs.
3. The amount of vacant industrially zoned land consists of approximately 700 acres vs. approximately 200 acres currently being used for industry. Without a better transportation network, i.e., a US-131 full interchange, the likelihood of this land being developed for business and research is limited. The existing condition of partially demolished properties and blighted buildings does not encourage private investment or redevelopment.

Therefore the Township must come to grips with questions like:

**What role will the Township play in its economic development between now and the time a new interchange is built?**

**What effort will the Township make in retaining current business and industry?**

**What upfront incentives will the Township offer to attract business and industry to the community?**

**How will the Township leverage the Kalamazoo Promise as an economic development tool?**

These questions should be answered with adoption of a Township policy that addresses:

1. Allocation of staff time to economic development
2. Department or staff responsible for initial contact
3. Partnerships with Southwest Michigan First
4. Use of incentives, e.g. infrastructure, abatements, land acquisition assistance
5. Partnerships with the State of Michigan
6. Partnerships with local foundations
7. Web site information on a current listing of available sites and buildings
8. Tax increment financing as a significant incentive for business and industry
9. Dissemination of information that the Kalamazoo Promise is available in the majority of the Charter Township of Kalamazoo

A consensus on economic development policy will help to establish an identified process that will not only serve the public and private sectors, but will assist new members of the Township Board in understanding a complex process.

Previously, the concept of the full access BR-131 interchange was identified. This is a project that has been studied for many years, and a renewed interest in the project from surrounding communities – including Kalamazoo Township – has generated new life for an analysis of the feasibility of an expanded interchange at US-131 and BR-131. Such an improvement would significantly increase the value and viability of the property on the north side of the Township along the route for industrial and commercial uses requiring access to a highway system.

A substantial amount of vacant industrial land exists in the Township. These areas were once prosperous factories and manufacturing plants. Served by the rivers and railroad tracks. However, as transportation and manufacturing systems changed, the property became less suitable for development. Providing full access to US-131 would

overcome the primary access issues these properties face and stimulate development in these deteriorating areas.

Not only is the full interchange an important economic development goal for the Township's vision, but so is the implementation of that goal. When the time comes closer for its implementation, the Township should think about connection points and necessary improvements to the surrounding infrastructure to support desired development. In addition, a review of the future land use map and zoning map would be encouraged to ensure these elements are in place to leverage the opportunities presented by the freeway access.

Housing: How the Township will address housing will have a profound affect on its allocation of financial resources as well as on the quality of life of its residents. Housing policy should address four components:

1. Maintenance
2. Rehabilitation
3. Revitalization
4. Renewal

Maintenance involves maintaining the status quo in a neighborhood that does not require significant intervention because the private market is strong enough to deal with most problems. Sections of Westwood and Northwood fall into this category.

Rehabilitation emphasizes the maintenance and improvement of existing housing stock. This typically involves building on a neighborhood's strengths by enhancing current assets. Neighborhoods are characterized by stable ownership, low tax delinquency, a small percentage of deteriorating houses, and a generally code compliant building stock.

Revitalization encompasses the production of additional housing units through construction and the rehabilitation of existing properties. It attempts to build value in a neighborhood by taking advantage of buildable sites and, through zoning incentives, promote new development.

Renewal involves organizing the neighborhood to provide the structure needed to encourage reinvestment and prepare the neighborhood for reinvestment. It involves working with the residents, property and business owners, churches, service clubs and other organizations to identify and mitigate the factors that are causing deteriorating physical conditions and the lack of a healthy private housing market. Typical characteristics of this type of neighborhood are limited private investment, unstable ownership of rental properties, low owner occupancy rate, and properties that show signs of distress.

In the revitalization and renewal processes, the issue of density is a critical issue. Historically the concept of density has been resisted by communities that surround a central city. For decades the single-family house has been regarded as the “icon” of our mode of living. However, housing choices have not kept pace with changing demographics. People would choose alternatives to the single-family house if they were available. One of the reasons elderly residents remain in their single-family homes is that they do not want to leave their neighborhood or their community. If given an opportunity to live in a smaller, low maintenance dwelling and remain in their neighborhood, many would take it. (See Appendix for “greenhouse” living.)

Similarly, many families (as many as 30%) would choose living in new neighborhoods incorporating design components of traditional mixed-use neighborhoods. They include houses built on smaller, narrower lots and closer to the street. The neighborhood is tied together with an integrated sidewalk system, tying houses to parks, squares, and businesses. Yet few developments of this type are being built because of fear of density, development regulations that prohibit this type of development, and neighborhood opposition.

Some of these neighborhoods or new developments may be incorporated into brownfield areas where it is determined that industrial uses are no longer viable as well as reclaimed gravel pits where the excavation and mining work has been completed. The Brownfield Authority has developed a Brownfield Plan to provide guidance on the redevelopment of existing brownfield areas within the Township. The redevelopment of these areas and the implementation of this plan is a priority.

Redevelopment is change and change raises unique issues in particular situations. Redevelopment involves extraordinary costs and difficulties, which the private market alone cannot always be expected to absorb. Therefore, the Township should consider adopting the following housing policies:

**The Township should identify targeted areas for redevelopment that if left unattended, will continue to be a drain on Township resources and services.**

**The Township should be active in encouraging redevelopment in targeted redevelopment neighborhoods, i.e. Eastwood.**

**The Township should examine its permitting process and investigate “priority processing” in the development review process for small redevelopment projects in targeted areas, i.e. Westwood.**

**The Township should give priority to targeted areas in planning and public improvement projects prior to development.**



**The Township should consider opportunities as well as the costs and benefits for public investment to encourage redevelopment and infill development in targeted areas, i.e. Eastwood**

**The Township should promote infill development featuring mixed uses and increased density where general agreement exists that these land uses are compatible with the objectives of the Future Land Use Plan.**

Transportation: Transportation issues relating to long range planning fall into two categories. The first is new or reconstructed road projects that address current or anticipated traffic flow issues. These typically involve increasing the capacity of roads to handle increased levels of traffic volume. Since the Township road system is managed by either the state or the county, the Township has a relatively minor role in the process, other than lobbying for particular projects and supplemental financing.

The Kalamazoo Area Transportation Study (the governing agency for road planning and funding) lists a variety of projects for or that affect the Charter Township of Kalamazoo to be completed over the next five years.

- Resurface Drake Road from Grand Prairie Avenue to Ravine Road (in combination with City of Kalamazoo project on Drake Road from West Main Street to Grand Prairie to expand that stretch from 2 to 3 lanes.) Project also includes upgrade of Grand Prairie intersection and non-motorized improvements.
- Complete a “road diet” on East Main Street by changing the four lane roadway to a three lane roadway and adding bicycle lanes on both sides of the road. The project also includes upgrades to the existing sidewalks and sidewalk ramps to make them ADA compliant.
- Resurface Michigan Avenue.
- A variety of projects are planned by MDOT for M-43 (Gull Road), some of which are in Kalamazoo Township. These will not change the configuration of the road.
- In addition, a variety of projects are scheduled on Sprinkle Road, including a couple in Kalamazoo Township.

The second category is potentially more important than new or reconstructed roads and is much more within the purview of Township management and oversight. **This is access management.** Even though access management is much easier to implement along roadways with little or no development, it remains a very powerful tool for

developed communities to manage infill development and, perhaps, promote economic development as well.

Simply put, access management attempts to reasonably limit the number of driveways that provide access to frontage parcels. There is undisputed evidence that by putting reasonable restrictions on the number of driveways and the distance between those driveways substantially reduces the number of automobile accidents. Fewer driveways also permit more efficient use of the roadway, thereby making it safer.

Access management is often thought of in terms of traffic safety. However, it can also be thought of as an economic development tool. Fewer driveways mean more frontage land for development. Closing existing driveways means opportunities for expansion by existing businesses.

Adopting access management regulations must be one of the top priorities once this Master Plan has been adopted. The initial targets for access management regulations are Gull Road, West Main, Nichols Road, Ravine Road, and Douglas Avenue. Access management regulations may apply to other thoroughfares during the course of future amendments to the Master Plan.

One of the significant benefits of adopting access management regulations along MDOT thoroughfares is that grant money for road improvement projects are given to those communities that have regulations in place. Working with the Kalamazoo County Road Commission on access management issues as well can also generate funding opportunities and needed assistance.

The Charter Township of Kalamazoo, along with the City of Kalamazoo, Kalamazoo County, and the State of Michigan, recently participated in an intergovernmental planning effort along the I-94 Business Loop, which extends through the Lakewood neighborhood. The final plan is attached in the appendix. It provides recommendations for landscaping, signage and circulation, to help improve the aesthetic character of the corridor and the nature of the gateway to the Kalamazoo Community. One of the greatest strengths of the Plan is that although the corridor is under four different jurisdictions, the guidelines and recommendations are consistent throughout because they were developed through this collaborative effort. It is important for the cooperation to be continued to ensure prompt and proper implementation of the Plan's recommendations.

The implementation is slated to begin in 2014 starting with the Lake Street and BL-94 intersection including signal improvements, aesthetic improvements, sidewalks, and closure of Baldwin Street.

Policy recommendations for transportation are:

**Create opportunities for non-motorized transportation, such as a sidewalk network that links neighborhoods to other neighborhoods as well as to convenience shopping and services.**

**Carefully review the proposed projects on the Kalamazoo Area Transportation Study to not only assess projects within the limits of the Charter Township of Kalamazoo but also those in adjacent communities that may affect existing or proposed development.**

**Adopt access management guidelines that address new development and infill development along the major thoroughfares in the Township.**

**Cooperate with adjacent communities in adopting the same or similar access management guidelines for the same major thoroughfares.**

**Explore ways to enhance the aesthetic appearance of thoroughfares with streetscape designs.**

**Coordinate sign regulations with streetscape designs.**

**Explore traffic calming measures through neighborhoods via roadway design or streetscape design with limited curb cuts.**

**Continue to work with partner communities to implement the recommendations of the I-94 Business Loop Plan.**

With the continued development and expansion of the Kalamazoo River Valley Trail connecting the Kal-Haven Trail and South Haven to Kalamazoo Township, downtown Kalamazoo, and Comstock Township, and eventually to Portage and Battle Creek, non-motorized transportation has become a critical element in the transportation system for the Township. Promoting safe and efficient options for pedestrians and bicyclists is a key quality of life component. It not only enhances safety but provides greater opportunities for recreation, health, and business growth along these routes. If sufficient options exist, such a network could help in the revitalization efforts of Eastwood and Lakewood providing alternate commuting options to the various employment centers of the region.

The Township already has a substantial sidewalk system. An inventory of this system is necessary to better understand this asset, the maintenance that is necessary, and the gaps that are present. With this information then, a plan for future sidewalk and pathway development can be crafted. This can be used for future road projects, site plan approvals, or grant requests as further leverage to increase the inventory of non-motorized facilities within the community.

Although there are several corridors within the Township in need of sidewalks and/or pathways, a few have been previously identified in other documents or in other discussions as having such a need: Olmsted Road, Sunnyside Drive, Grand Prairie Avenue, Nichols Road, Nazareth Road, and Lake Street. In addition, the Expo Center represents a significant activity center in the Lakewood neighborhood. Providing a connection from the Expo Center to the trail system would allow for non-motorized access to the Expo Center as well as increased commuting alternatives for Lakewood residents to downtown.

Several transportation related questions were raised in the survey that was distributed to Township residents in 2013. Respondents indicated that street maintenance / repair had a satisfaction level of 5.4 / 10 and accommodation of bicycle / foot traffic had a satisfaction level of 5.8 / 10. To address this, road maintenance was the highest priority identified as a priority for the allocation of limited budget resources being selected by 77% of respondents. Plus, 51% selected raising taxes as the best way to address any gap in funding to address road maintenance issues.

Although support for sidewalks and other non-motorized facilities was not quite as strong in the survey results, comments provided by respondents indicated there is desire for increased levels of non-motorized service including both expansion of the current network and better maintenance of the existing facilities.

To further these non-motorized transportation goals, the following transportation recommendations are added within the 2014 amendments:

**Develop and adopt a Complete Streets Policy or Resolution for the Township to reflect Township's commitment to Complete Streets, particularly to the Township's partner road agencies**

**Adopt a Non-Motorized Transportation / Sidewalk Plan to guide implementation**

**Install sidewalks on both sides of all Primary Roads and State Highways in the Township.**

Recreation: Walkable recreation facilities have become key components to maintaining neighborhood stability. In addition to advancing a healthy life style for all age groups, neighborhood recreation facilities often become gathering places for people of common and diverse interests. There is substantial evidence that houses in neighborhoods that have quality recreation facilities nearby have higher values than those without recreation.

Recreation facilities, however, have to fit the neighborhood. That means that existing recreation facilities must reflect the demographic and socio-economic characteristics of the neighborhood. For example, tennis courts that once served a neighborhood 15 years ago, may not serve the neighborhood now.

Eastwood Park, located near Edna and Nazareth, is an excellent example of how recreational facilities need to be consistent with current neighborhood demographics. Several years ago the Township received a grant from Michigan DNR to acquire and develop approximately 5 acres at the northwest corner of Edna Blvd. and Nazareth Road. (Since that time, the Township has sold portions of the property to decrease the total area of the park.) Initially the Township installed a tennis court and playground equipment on the site, which, at the time, met the recreation needs of the neighborhood. Over the course of the last few years the court has deteriorated (primarily due to lack of use) to a point where it is now a blighting influence on the neighborhood. The game of tennis, and subsequently the tennis court, no longer fit the need of the neighborhood because the demographics have changed from mature families to an increase in female-headed households, many of whom are at or below the poverty line.

In addition to local recreation facilities, regional facilities are also likely to increase the quality of life of Township residents. These facilities include Markin-Glen Park, Mayor's Riverfront Park, Spring Valley Park, Red Arrow Golf Course, and Grand Prairie Golf Course. Each offers a combination of active, passive, and exhibition recreational opportunities for the entire Kalamazoo community. However, there are two recreation amenities that offer economic development opportunities as well.

The first is the regional trail system that will link Kalamazoo, Battle Creek, Portage, and South Haven. This \$16 million interconnected project will be one of the most advanced railway systems in the Great Lakes Region. The part that is most relevant to the Charter Township of Kalamazoo is the segment linking the City of Parchment, Cooper Township, and the Charter Township of Kalamazoo. It meanders along the Kalamazoo River through Markin Glen Park and the Kalamazoo Nature Center to the D Avenue bridge and then back along the river through Parchment and to Kalamazoo. Being linked to this system offers residents health and fitness benefits along with alternatives to motorized transportation. It will also link to the Kal Haven Trail system and the associated trail network with connections through Kalamazoo, Portage, and Battle Creek.

The second is the Kalamazoo River itself. By combining with the City of Kalamazoo's River Redevelopment project, the Charter Township of Kalamazoo can take advantage of this tremendous resource available at the Township's doorstep. The City's Redevelopment Plan calls for mixed-use redevelopment of the properties fronting on the river near the downtown area as well as increased green space and pedestrian access to the river. The Township can piggyback on these efforts through its brownfield redevelopment plans for the sites on Pitcher Street near the River. A similar effort has already been proposed further south in the Lakewood neighborhood where a canoe

launch has been proposed as part of clean-up efforts. The Recreation Plan can also be used to generate grant monies for trail and green space improvements along the river consistent with the improvements made by the City. This can enable trail connections from the Township into the City and to the network it provides from there.

The Township Recreation Plan provides greater detail about the goals and objectives of the Township regarding parks and recreation, and is incorporated into this Master Plan by reference. (It can be found stored to the rear of this document.) It is updated approximately every five years in order to be eligible for grant funding from the Michigan Department of Natural Resources.

Policy recommendations for recreation are:

**Utilize resident input along with demographic and housing data to make recreation facilities relevant to neighborhoods.**

**Maintain and upgrade current Township recreation facilities to insure that they are safe and remain assets to the neighborhood.**

**Maintain the current Township Recreation Plan so as to provide guidance for the expenditure of Township resources as well as to qualify for grants from funding sources.**

**Encourage partnerships in promoting regional recreational facilities, such as the non-motorized railway system.**

**Recognize that good recreational facilities and cultural amenities promote neighborhood stability, advance the value of property, and add to the quality of life of Township residents.**

**Promote the use of the MUD provision of the zoning ordinance which requires that open space be integrated into any residential or residential/commercial mixed use development.**

### **Specific Master Plan Recommendations**

Recognizing that this plan will be reviewed in another five years, we recommend that a limited number of issues receive priority. This will allow the Township to target investment, regulation, and policy in specific areas so as to produce the most noticeable results.

- Wherever possible, look for ways to increase density in existing neighborhoods, while still maintaining the existing character of the neighborhoods.

- Consider the Gull Road corridor for mixed-use development. Rather than designate one section of the corridor for office/service and another for commercial, and yet another for high density development, a mixed use/commercial land use category would allow for maximum flexibility for the development community, with the caveat that any development must meet performance standards set by the Township. These performance standards would include compliance with access management standards as well as design standards.
- Promote the former Georgia Pacific site for mixed-use development.

- This is a tremendous opportunity for future development due to its size, transportation access, and proximity to the River, and recreational facilities. The Township should coordinate with property owners and the County Brownfield Authority to begin thinking about future opportunities for the property.

- Adopt rigorous code-enforcement standards for the Eastwood neighborhood, generally between Washburn and Craft Avenues north of Charles Avenue.
- Improve the land use mix and visual appearance of the Lake Street corridor, using the County's Convention Center Plan as a catalyst for redevelopment.
- Incorporate housing, such as greenhouse housing, into the redevelopment of the East Main commercial strip. (See appendix for more on greenhouse housing.)
- Adopt walkable community guidelines in all phases on new residential development.
- Adopt design guidelines for all new development along Gull Road, West Main, East Main, and Lake Street across from the County Convention Center.
- Partner with funding agencies, such as the Local Initiative Support Corporation (LISC) to advance neighborhood redevelopment.
- Review the feasibility of adopting a Tax Increment Financing (TIF) mechanism to stimulate redevelopment in targeted areas.
- Cooperation with other local units of government to advance the redevelopment of the King Highway corridor. Implement the recommendations developed out of the I-94 Business Loop Study focusing on this corridor.
- Work toward the redevelopment of the Township's Brownfield areas. Consider Green House communities that could be self-contained. With these, traffic

demand is less than other uses and the US-131 business loop may be less critical for success.

- Work with Kalamazoo County on distribution of CDBG grant money. Many of the specific neighborhood-level or block-level actions noted in this Plan would be perfect for Action Plan CDBG grants.

## **Critical Focus Areas**

The previous policies and guidelines will help establish programs in the Township to address the key issues identified in this Plan. There are also some key areas within the Township that deserve additional focus. Either these areas are already in decline and in need of attention immediately to stop the spread of the potential negative impacts, or the areas are beginning to show signs of potential decline and should be watched carefully to be certain they do not become future problems. Other areas are listed here because of the opportunities they present for future development or redevelopment, primarily through mixed-use development. In addition, by updating the Township's Zoning Ordinance to increase flexibility and incentives for quality development, further impediments to the desired vision can be removed.

- SW corner of E. Main and Nazareth – An abandoned and blighted commercial center needs redevelopment. A mixed use development would create much needed new housing into the community.
- West Main Street Business District – Access management and site maintenance have long been issues in this area. However, new uses that have recently moved in have raised concerns about the area. It should be watched carefully, and the Township should begin working with stakeholders on ways to make the district more viable. As a Gateway to the Township, it should project an image consistent with the vision of the community.
- Georgia Pacific site – Lakewood – This abandoned waterfront manufacturing site has been demolished and is part of the Brownfield Plan. It presents a unique opportunity for redevelopment in the future. The site is available for redevelopment and provides a myriad of different opportunities for use and development.
- Gull Road – This is an area that is not in decline. However, there are and will be opportunities to redevelop sites along the corridor building off the traffic generated by Borgess Medical Center. A mix of uses as opposed to a conventional commercial center should be considered as an alternative to maximize the opportunities generated by the hospital use.



- North Burdick/Pitcher Industrial Corridor – Several abandoned or under utilized industrial sites are located in this area. Due to land, infrastructure, and transportation constraints, it is unlikely that significant industrial development will return to this area in the near future. These sites have been included in the Township Brownfield Plan and alternative uses should be considered in any redevelopment.
- Eastwood Neighborhood – In general, the demographic and neighborhood analysis components of this planning update process identified several critical demographic trends, housing issues, and neighborhood concerns concentrated in the Eastwood Neighborhood. While each of the neighborhoods has issues to address, the concentration of concerns described in this plan and present in this neighborhood warrant the inclusion of Eastwood in this list. Programs and initiatives should be started quickly to address these issues and begin to reverse the negative trends.

- **Additional Recommendations – 2014**
  - Reduce zoning districts to make the Ordinance more efficient and flexible. There are 17 zoning districts in the Ordinance. Several of these are not reflected on the Zoning Map or are only represented by a few parcels. Others are quite similar with minimal differences. By reducing the districts, the zoning will be easier to use and implement and will be more flexible for property owners and perspective developers seeking to move into the Township.
  - One zoning district in particular that could be removed is the P-Parking zoning district. This district was created to provide some parking relief and residential buffer from commercial uses in the West main Hill area. However, only a few parcels carry this designation. All of these parcels would be better off in either the C or B district consistent with the existing use to make development / redevelopment a more straightforward process.

## FUTURE LAND USE PLAN

As stated in the Introduction, the 2007 Master Plan Update is more of a policy update to the 2000 Land Use Plan than a complete replacement of the 2000 Plan. Much of the data, findings, and analysis in the 2000 Plan are still relevant as are many of the goals and objectives. The purpose of this plan was to provide a different focus on some key issues that had largely been ignored in previous planning processes.

That being said, one issue that cannot be ignored in this planning process is the Future Land Use Map. Like many of the other components of the 2000 Plan, there was not a need for significant change. There has not been significant development since 2000 to warrant drastic shifts in the way land uses are allocated. Nor have there been significant changes in the Township vision. Therefore, only minor, precise changes were made. These changes are consistent with the 2000 goals and objectives (included in the appendix) as well as the policy statements included in this update.

The Future Land Use Map is a visual land use plan to the future growth and development of the Township. It is a powerful tool, useful for far more than just planning and zoning decisions. Budgeting, capital improvement, infrastructure, and policy decisions should all be influenced by the Future Land Use Map and the layout of future development. Of course, the primary use of the Future Land Use Map is during rezoning proceedings. Generally, rezonings should be consistent with the Future Land Use Map. It should be noted, however, that the Township will not automatically increase zoning consistent with the Future Land Use Map unless the proposed zoning is contiguous to another property in the same district. The Township desires orderly implementation of the Master Plan as opposed to creating islands of zoning waiting for future development.

Map 6 is an updated Future Land Use Map. The designations for future land uses illustrated on the map as described here:

### **Open Space**

This designation includes several areas within the Township where preservation of open space is planned. These include some existing recreational facilities (Grand Prairie Golf Course), proposed recreational facilities (expansion of the Kal Haven Trail), and other areas where natural features (soil types, wetlands etc.) limit the potential for development (such as along the Kalamazoo River). In addition, open space preservation within specific developments should be encouraged and supported. A new Recreation/Open Space Zoning District is recommended to support such use.

These goals are implemented in a variety of ways including the Subdivision Ordinance and open space preservation options in the Zoning Ordinance. They are also protected

through development restrictions, protective covenants, easements, and other legal mechanisms. An open space zoning district does exist in the Ordinance, but may be a good candidate for removal. There are no parcels zoned OS, and an analysis of the uses permitted in the district and the standards in place indicate the district does not play a role in implementing these goals.

As recently demonstrated in a survey of City of Kalamazoo residents, parks are a critical component of a community's quality of life. Parks have a variety of other benefits as well, and therefore existing and critical open spaces in the community need to be protected in the Township.

### **Public/Semi-Public**

This designation includes a number of public school and Township facilities including the Township Hall property and neighborhood fire stations. In some instances, non-profit organizations, such as churches, have also been designated based upon the desire to preserve these areas from more intensive zoning should they be redeveloped in the future.

### **Low Density Residential**

This designation supports the primary, larger lot single-family residential development. Each neighborhood provides for some of this land use, with the Westwood neighborhood being the most dominant of the neighborhoods. Agricultural uses may also be included within this designation, although farmland preservation is not an intended long-term goal within the Township. It is anticipated that residential density will not exceed three (3) units per acre, with planned unit residential development providing for more flexibility in design and layout. The "A" Residence District is considered the most compatible zone for implementation, although the "B" Residence District may be utilized through limitations on the number of two family dwelling units in a given area.

### **Medium Density Residential**

This designation is similar in land area to the low-density designation, with the Eastwood neighborhood representing the best example of single-family development on smaller lots. The "B" Residence District is considered the most compatible zoning district. It is anticipated that residential density not exceed six (6) units per acre, with planned unit residential development considered an option for allowing both single family and two family dwellings within a coordinated project.

## **High Density Residential**

This designation provides for more intensive residential development of a multi-family nature. The Lakewood neighborhood is the only area of the Township where this land use is not anticipated. Close proximity to major roadways (Gull Road, West Main, Mosel/Barney and Ravine Roads) support this more intensive designation, with access to commercial services and community facilities. The “B-1” Residence District and the “RB-1” Restricted Residence District provide the most compatibility with this plan designation. It is anticipated that residential density not exceed (12) units per acre, with planned unit development allowing for some mixed-use office and retail of a limited scale.

## **Mobile Home Residential**

This designation is directly oriented to the development of mobile, or manufactured home parks in the Township. This type of land use is especially prevalent in the Northwood neighborhood along Barney Road and Douglas Avenue. This designation is typically adjoining other medium to high-density residential areas, with a density of up to eight (8) units per acre provided for under the Michigan Mobile Home Commission Rules. The Township’s “B-4” Residence District provides for implementation of this plan designation where appropriate.

## **Office/Service**

This designation is primarily located in areas adjacent to commercial, or in transitional areas within residential districts. The intent of this classification is to provide for new business opportunities of a less intensive nature, possibly including the conversion from residential use to office use where appropriate. The “RB-2” Restricted Residence District is considered more compatible, while the “B-2” and “B-3” districts allow for increased intensity in areas further removed from low density residential development.

## **Commercial**

This designation includes both local neighborhood districts as well as regional highway services. Each neighborhood provides for this designation with the Gull Road and Main Street corridors the most developed. The “C” and “C-1” Local Business Districts are considered the most compatible with this plan designation, with the “C-2” allowing for shopping center type development along more heavily traveled thoroughfares.

## **Industrial**

This designation includes developed and undeveloped lands as well as land in need of redevelopment. These are the areas envisioned for the most intense land uses in the Township, corresponding with the LD, Light Industrial; D, Commercial and Industrial; and E, Industrial zoning districts. Appropriate site planning and buffering techniques should be used in more sensitive areas as for those areas adjacent to lower intensity zoning districts to mitigate any potential impacts from the industrial uses. The use of brownfield funds or other incentives is encouraged to facilitate redevelopment of these challenged areas.

## **Multiple Use Development (MUD) and Planned Unit (Residential) Development (PUD)**

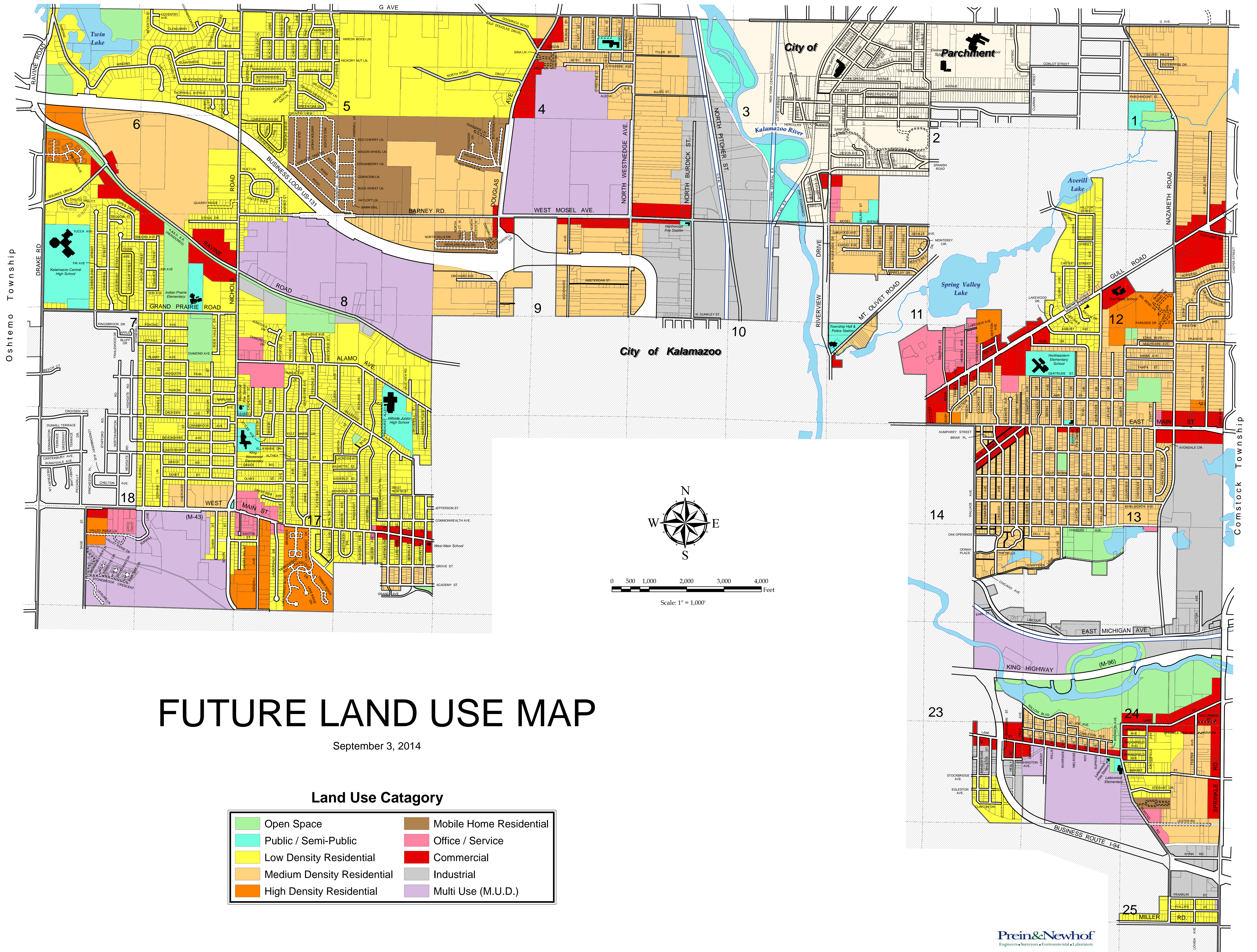
The Multiple Use Development (MUD) designation supports the ability to establish a mixture of compatible land uses within a coordinated development plan. It is not limited to just residential, but can be a residential development, an industrial development, a mixed commercial/residential development, or a public use site. The concept for implementing this type of land use is based upon a Planned Unit Development (PUD) concept, with density and open space calculations critical to preserve natural areas. These types of development options should be considered based upon the compatibility of the proposed uses with surrounding land use and zoning. The MUD is a tool not only for new development, but for redevelopment as well. It provides opportunities for new ideas and creativity in the Township that would not be possible under conventional zoning standards or districts. It is not just applicable to large sites, either. Smaller sites such as a strip of commercial uses, a prominent intersection, or a portion of a residential block could all be candidates for use of the MUD. (Potential sites for use include the Berkeley area in Westwood, the North Westnedge area in Northwood with the sinking groundwater, Lake Street in Lakewood, and specific portions of Eastwood where housing or commercial structures could be redeveloped.)

The County converted the Expo Center and surrounding facilities to an MUD in 2012. The Future Land Use Map has been amended to show the expansion of this MUD area to Olmsted Road thus allowing for expansion of the MUD in the future should the County acquire additional properties.

# CHARTER TOWNSHIP OF KALAMAZOO

KALAMAZOO COUNTY, MICHIGAN

Cooper Township



## FUTURE LAND USE MAP

September 3, 2014

### Land Use Category

<span style="color: green;">■</span> Open Space	<span style="color: brown;">■</span> Mobile Home Residential
<span style="color: cyan;">■</span> Public / Semi-Public	<span style="color: pink;">■</span> Office / Service
<span style="color: yellow;">■</span> Low Density Residential	<span style="color: red;">■</span> Commercial
<span style="color: orange;">■</span> Medium Density Residential	<span style="color: grey;">■</span> Industrial
<span style="color: darkorange;">■</span> High Density Residential	<span style="color: purple;">■</span> Multi Use (M.U.D.)

## IMPLEMENTATION

*(NOTE: The following chapter, "Implementation", is all new as of the 2014 amendment to the Master Plan. However, it is not shown in a call out box due to its length and the fact that the entire chapter is new.)*

The Kalamazoo Township Master Plan and all of its goals, objectives, and strategies recommend a future vision for the Township. This vision is to build upon the Township's existing assets and make the most of opportunities that can attract new development and residents to the community. To put it simply, the plan for Kalamazoo Township is to create an economically, socially, and environmentally sustainable community where people want to live, work, and play.

The goals and objectives of this plan should be reviewed often and be considered in daily decision making of the Township. Successful implementation of this plan will be the result of daily actions taken by elected and appointed officials, staff, boards and commissions, other public agencies, and private citizens and organizations.

## PUBLIC INPUT

Due to the fact that the 2014 amendment process involved strictly minor updates and amendments to the Master Plan, no additional or significant public input exercises were conducted for purposes of amendment of the Master Plan. The item was on the agenda of the Planning Commission throughout the update process and was discussed at these public meetings continuously for approximately six months during the draft development process. In addition, the amendments were discussed at a public joint meeting of the Planning Commission, Township Board, and Zoning Board of Appeals in February, 2014. Finally, public hearings were held by both the Planning Commission and Township Board in accordance with the adoption requirements of the Planning Enabling Act.

In addition, in 2013, the Township Board conducted a survey of Township residents to receive feedback from citizens regarding concerns, priorities, and feedback for the future. Although not done specifically for the Master Plan, much of the information contained in the survey results are relevant to the Plan, its recommendations, and the vision presented within. Therefore, an extensive summary of the survey results is included in the appendix of this Master Plan. Included in this summary is an action plan of specific implementation items identifying specific achievements for addressing the feedback received in the survey, a timeline for each achievement, and parties responsible for each achievement.

## SUMMARY OF RECOMMENDATIONS

The following is a summary of the actions and tools available to assist the Township with implementing this Master Plan. Broadly stated, the plan will primarily be implemented through:

1. Planning and Zoning: Evaluation of the Township’s Zoning Ordinance and amendments to local regulations as necessary to implement the recommendations of this Plan. Continuous evaluation of the recommendations of this Plan must occur at regular intervals to ensure that the overall vision for the future development of the Township remains relevant.
  
2. Civic Improvements: Improvements such as parks, public spaces, and utility systems fall into this category. Civic improvements are generally funded through public funds and grants and are tangible “bricks and mortar” projects.
  
3. Circulation Improvements: Improvements to the Township’s motorized and non-motorized circulation system fall into this category.
  
4. Economic Development: This category includes the economic and physical development of the Township. These improvements include a wide range of activities from physical development activity to promotion and marketing, and may be completed by the Township, other public or private entities, or some combination thereof.

## IMPLEMENTATION PROGRAM

The chart on the following pages presents a detailed summary of all of the recommended implementation activities, who is responsible for completing the activity, and available funding resources for each activity. A key explaining the table can be found immediately following the chart.

PLANNING and ZONING								
PROJECT	PRIORITY	TIME-FRAME	RESPONSIBILITY			FUNDING		
			Twp	Other Gov't	Private	Public	Private	TIF/Other
Revise the permitted uses in zoning districts to coincide with the future land use designation descriptions and current land use trends	A	1	PC/TB/TS				•	
Review zoning standards to provide greater incentives for redevelopment, such as increased densities and flexibility in certain areas	A	1	PC/TB/TS				•	



PLANNING and ZONING								
PROJECT	PRIORITY	TIME-FRAME	RESPONSIBILITY			FUNDING		
			Twp	Other Gov't	Private	Public	Private	TIF/Other
Review zoning districts and zoning map and consider simplification	A	1	PC/TB/TS			•		
Revise the Zoning Ordinance and other Township Ordinances to be consistent with this Plan	A	2	PC/TB/TS			•		
As Zoning Ordinance is updated, prepare a modern, more user-friendly version that is easier for residents to use and understand	A	2	PC/TS/TB			•	•	
Make a concerted effort to involve all residents of the community in planning and zoning activities and decision making	A	5	PC/TB/TS			•	•	
Review standards in Ordinance for screening and berms to ensure adequate protection for neighborhoods from adjacent development	B	2	PC/TS			•		
Adopt/Update Parks and Recreation Plan every 5 years.	B	2	PC/PR			•		
Rezone properties consistent with the recommendations of this plan	B	2	PC/TB/TS		PO	•	•	
Conduct specific planning studies for each neighborhood	B	2	PC/TS/TB			•	•	•
Coordinate with adjacent municipalities regarding land use decisions	B	5	PC/TB/TS	KC		•		
Establish design standards that encourage mixed use, walkable, quality development	C	5	PC/TB/TS			•		
Review this Master Plan every 5 years, and when necessary, update the plan	C	5	PC/TB/TS			•		
Encourage LEED/Energy Star certification for new or renovated buildings	C	5	PC/TB/TS			•		

CIVIC IMPROVEMENTS								
PROJECT	PRIORITY	TIME-FRAME	RESPONSIBILITY			FUNDING		
			Twp	Other Gov't	Private	Public	Private	TIF/Other
Develop non-motorized pathways, trails, and sidewalks consistent with Township plans including connections to KRVT	A	2	TB	KCRC/PR	PO	•	•	•
Remove vacant, blighted properties and/or encourage their redevelopment	A	2	PC/TB	KC	PO	•		•
Enforce home and property maintenance codes	A	5	TB/TS			•	•	•
Expand water and sewer services in Township consistent with capital improvement plans	B	3	TB		PO	•	•	•

CIRCULATION IMPROVEMENTS								
PROJECT	PRIORITY	TIME-FRAME	RESPONSIBILITY			FUNDING		
			Twp	Other Gov't	Private	Public	Private	TIF/Other
Develop a community non-motorized pathway system to connect key segments of the Township	A	2	TB/TS	KCRC/PR	PO	•	•	•
Connect missing pieces of sidewalks on major streets in commercial areas	A	4	TS		PO	•	•	•
Develop integrated street network between new and existing development as vacant parcels are developed	A	4	PC/TB		PO	•	•	
Maintain street tree canopy as roadways are improved	A	5	TB/TS	KCRC	PO	•	•	
Enforce and implement the Township Access Management Plan requirements	A	5	TS	MDOT KCRC		•		
Create a Complete Streets policy considering needs of vehicles, bicyclists, and pedestrians equally	B	2	PC/TS	MDOT KCRC		•		•

ECONOMIC DEVELOPMENT								
PROJECT	PRIORITY	TIME-FRAME	RESPONSIBILITY			FUNDING		
			Twp	Other Gov't	Private	Public	Private	TIF/Other
Work with County Brownfield Authority to encourage redevelopment of designated sites and eligible properties	A	5	PC/TB	BRA	PO	•	•	•
Develop an economic development plan addressing the marketing of sites in township, availability of township land, and collaboration with regional organizations	B	2	TB/TS	KC BRA		•	•	•

**KEY**

Priority	
A	Most Important
B	Very Important
C	Important

Timeframe	
1	W/in one year
2	1-3 years
3	3+ years
4	As Available
5	Ongoing

Responsibility (Color)	
Dark Green	Project Lead
Light Green	Key Participant
Very Light Green	Contributor

**Responsibility (Abbreviation)**

		KC	Kalamazoo County
TB	Township Board of Trustees	BRA	Brownfield Redevelopment Authority
PC	Planning Commission	KCRC	Kalamazoo County Road Commission
TS	Township Staff	PO	Property Owners
PR	Parks & Recreation Committee	MDOT	Michigan Dept. of Transportation

**Funding**

Public	Includes public funds from the Township operating budget, County, and State funding. May also include local government bonds.
Private	Includes funds from private sources such as grant monies, corporate funding, or property owners.
DDA/TIF	Tax increment financing provided by an authorized body.

## **FINANCING TOOLS**

There are many great ideas identified in the tables above. However, completion of all of the physical projects will require resources. Grants and private donations are always sources to be pursued to generate these funds. However, in a tough, competitive economy, they cannot always be relied upon as resources to complete necessary projects. There are a number of different financing tools that may be available to implement various portions of the Master Plan involving physical improvements.

### **TAX INCREMENT FINANCING**

Tax Increment Financing (TIF) is a funding method that authorized bodies may use for public purposes. This tool is often implemented through the creation of TIF district with the goal of improving infrastructure; however, some TIF tools can do more than just infrastructure improvements.

#### **Downtown Development Authority (Public Act 197 of 1975)**

A Downtown Development Authority (DDA) is a non-profit development corporation that exists for the purpose of promoting a desirable environment for businesses and residents as well as implementing economic development projects and preventing blight. A variety of financing techniques are available to DDAs, including bond issues, Tax Increment Financing (TIF), and public and private contributions. A DDA might be viable on East Main Street, West Main Street, or Lakewood.

#### **Corridor Improvement Authority (Public Act 280 of 2005)**

This is a relatively new method of improving older commercial corridors. The Corridor Improvement Authority Act allows local governments to create one or more Corridor Improvement Authorities (CIA) to address established, deteriorating commercial corridors located outside a traditional downtown area. This tool gives local governments the option to use TIF for improvements in the district and to undertake a wide range of activities to promote economic development and redevelopment in commercial areas.

Key commercial corridors in Kalamazoo Township along West Main Street, East Main Street, Gull Road, and/or Lake Street may be good candidates for a CIA. Further research and study would have to be done to ensure these areas are eligible, businesses and residents are in favor, and that existing zoning language would meet the requirements of a CIA.

#### **Brownfield Redevelopment Authority (Public Acts 381, 382, and 383 of 1996)**

Communities are authorized to create one or more Brownfield Redevelopment Authorities (BRA). BRAs may be used to finance the cleanup and reuse of contaminated property. A BRA may cover some costs of redevelopment including the

demolition of buildings necessary to remove hazardous substances and new construction if needed to protect against exposure to hazardous substances that are to remain.

Kalamazoo Township has an established BRA that was created in the early 2000's. The Township's Brownfield Plan has not been kept up to date, and the Township's BRA is not active. The primary reason is because the County BRA includes the Township and has superior resources to support the mission of brownfield redevelopment.

## **OTHER FINANCING TOOLS**

### **Principal Shopping District / Business Improvement District (Public Act 120 of 1961)**

A Principal Shopping District (PSD) or Business Improvement District (BID) provides for the implementation of certain activities within these districts. Municipalities may implement street and pedestrian improvements, acquire property, and construct parking lots, garages, and other facilities that "serve the public interest." Through a Downtown Management Board, the Township may assist in ongoing activities including initiatives to promote economic development (i.e. market studies, public relations campaigns, and retail and institutional promotions). The maintenance, security, and operation of the principal shopping district may be carried out through this board.

PSD's do not, however, possess the authority to conduct broad redevelopment or public infrastructure development activities. It also does not have access to a dedicated property tax millage or the ability to undertake TIF.

The implementation of a PSD/BID may be used in conjunction with a Corridor Improvement Authority as each tool can achieve different goals within a commercial area. A PSD/BID may be funded through a special assessment within the district, grants, and/or donations.

### **Commercial Rehabilitation Act (Public Act 210 of 2005)**

The Commercial Rehabilitation Act enables local units of government to create one or more rehabilitation districts in which rehabilitated commercial property may receive property tax reductions for one to 10 years from the municipality (excluding personal property and the land upon which the rehabilitated facility is located).

These tax reductions or abatements may be used to encourage redevelopment in the community; however, they do reduce the amount of tax revenues collected by the Township and other taxing entities that would approve the reductions or abatements. Therefore, this tool should be used judiciously.

## **Local Development Financing Authority (Public Act 281 of 1986)**

A Local Development Financing Authority (LDFA) is intended to assist industrial development, promote economic growth, and prevent conditions of unemployment. Eligible activities include the support of business investment in districts where the primary activity is the manufacture of goods or materials, agricultural processing, or high-tech activities such as product development, engineering, product testing, or research and development. A LDFA may also use TIF. Only one LDFA may be created in a community.

## **ZONING PLAN**

A “zoning plan” is required by the Michigan planning and zoning enabling acts. Section 33(d) of the Michigan Planning Enabling Act, PA 33 of 2008, as amended, requires that a plan prepared under this act, serve as the basis for the zoning plan. The Michigan Zoning Enabling Act, PA 110 of 2006, as amended, requires a zoning plan be prepared as the basis for the zoning ordinance. It must be based on an inventory of conditions pertinent to zoning in the municipality, such as vacant land available and/or underutilized land by zoning category, and the purposes for which zoning may be adopted (as described in Section 201 of the Michigan Zoning Enabling Act).

The zoning plan is a key implementation tool to achieve the vision of the Master Plan. In order to realize that vision, the Township must ensure that ordinances and regulations permit the type and style of development recommended by the Master Plan.

A comprehensive review of the Township’s ordinances, particularly the Zoning Ordinance and Subdivision Ordinance, is necessary to determine the scope of amendments necessary to achieve the goals of the Master Plan.

## **DISTRICTS AND DIMENSIONAL STANDARDS**

There are 17 zoning districts in the Township, each of which is described in the Zoning Ordinance. There, uses permitted in each district are provided. In addition, setback requirements are provided in Section 20.830. The Zoning Map is also a part of the Zoning Ordinance and illustrates the distribution of these districts throughout the Township.

## **RELATIONSHIP TO THE MASTER PLAN**

This Master Plan establishes the vision, goals, objectives, and policies for redevelopment and change in Kalamazoo Township for approximately the next twenty years. It includes a specific strategy for managing growth and change in land uses and infrastructure over this period, and, as required by statute, will be periodically reviewed and updated at least once every five years. This section presenting the Zoning Plan,

along with the rest of the Master Plan, is intended to guide the implementation of and future changes to the Kalamazoo Township Zoning Ordinance.

The following is a list of the future land use designations and their corresponding zoning district.

Future Land Use Designation	Zoning District
Open Space	OS
Public / Semi-Public	<i>No specific zoning district</i>
Low Density Residential	A, B
Medium Density Residential	B-1, RB-1, RB-2
High Density Residential	B-2, B-3
Mobile Home Residential	B-4
Office / Service	RB-1, RB-2, B-2, B-3
Commercial	C, C-1, C-2
Industrial	LD, D, D-1, E
Multiple Use Development (MUD) / Planned Unit Development (PUD)	MUD

## **FUTURE LAND USE DESIGNATIONS AND ZONING DISTRICTS**

The analysis above demonstrates the excess number of zoning districts and future land use designations as well as a lack of alignment between future land use designations and the zoning districts. The future land use designations are distributed in a more traditional, single-use manner while the zoning districts are crafted to allow for a variety of uses within each district. This creates challenges trying to create direct links between the Future Land Use Map and the Zoning Map.

This is not to say that one approach is better than the other. But they should be similar to aid in the implementation of the vision. Although “commercial” or “office” uses are permitted in several zoning districts, the districts identified above as correlating with the designated future land use areas are those districts that most closely align with the vision presented by each land use designation. Other districts may be used as well, however, and providing for such flexibility will allow for greater flexibility and increase the potential for reuse and redevelopment of properties throughout the Township.

Therefore, the next time the Master Plan is updated, it is recommended that a more substantial review be conducted and future land uses be revised to better align with the zoning districts within the Ordinance.

Similarly, as the Zoning Ordinance is reviewed and updated, superfluous zoning districts should be carefully reviewed as there are several that are rarely if ever used and/or are closely related and could easily be removed from the Ordinance and Map. A copy of the Zoning Map is attached here for reference.

## APPENDIX

### Items attached:

1. Articles on Green House Living and Innovative Senior Living Concepts
2. Results of 2013 Township Survey
3. 2010 Census Data by Census Tract

### Items attached by reference:

4. Components of 2000 Charter Township of Kalamazoo Land Use Plan
  - a. Natural Features
  - b. Transportation and Circulation
  - c. Goals and Policies
5. 2007 Charter Township of Kalamazoo Recreation Plan
6. 2005 Brownfield Redevelopment Plan
7. 2007 I-94 Business Loop Corridor Study



## Green House Building New Senior Living Model

By [PHILIP MOELLER](#)

April 4, 2013

Finding a better way to do things doesn't always mean spending more money on the biggest and the best. In the related worlds of senior housing and health care, it turns out that a very small-scale solution can deliver a terrific quality of life for seniors that is not beyond their financial reach.

The Green House Project is backed by the Robert Wood Johnson Foundation and by a nonprofit, NCB Capital Impact, which provides a range of financing, design, operational and training services. The project has spent the past 10 years developing and refining The Green House model for assisted senior living. There are now nearly 150 Green House projects operating in 22 states.

[Read: [How Do You Buy an Eco-Friendly House?](#)]

A Green House home is designed for only 10 to 12 senior residents. Each occupant has a private room and bath, including a lift to allow them to get into and out of their beds. Each room has separate heating and cooling controls. And each room also has the resident's own locked medication station, allowing a licensed caregiver to dispense needed medications in the privacy of a person's own room.



Built like a home for a large family, Green Houses include a shared kitchen that everyone uses, not an institutional kitchen for food preparation and serving. Central to making Green Houses work, explains project director David Farrell, is that nearly all of the care is provided by certified nursing assistants (CNAs). Traditionally at or near the bottom of the nursing-home skills ladder, these CNAs receive special training to allow them to perform nearly all of the staffing and management tasks needed inside a Green House. This flat management structure can save a lot of money, Farrell notes, while empowering the people in a Green House who know the most about what its residents need.

For many of its 10 years, the Green House Project has had to swim upstream against traditional attitudes about nursing homes and the best business models for caring for seniors. Size and scale were the models that determined what was built and the related government payment supports.

Fair or not, however, size has become associated with an uncaring, institutional approach that warehouses older people and doesn't treat or even see them as individuals. "People don't want to be in a nursing home," Farrell says. "Most nursing homes were built 35 to 40 years ago, and most of them are falling apart."

[Read: [5 Ways to Sabotage Your Nest Egg.](#)]

Green Houses, by comparison, are seen as individually oriented projects. Local backers often attract imaginative designs from project architects. And while cost is always important, there is a "pro bono" aspect to many projects that draws designers and builders who often have a moral as well as economic motive for working on the project. Nearly everyone has a story to tell about an older family member or loved one, and there is a strong desire to build comfortable and respectful senior housing.

To date, Green Houses have been built largely by the substantial nonprofit component of the senior housing industry. Projects may be located on the campuses of continuing care retirement communities where, Farrell says, members have said they don't want to be relocated to a traditional nursing home environment.

Special-use houses have also been built, such as for military veterans with disabilities, Alzheimer's patients and other groups. In another case, 10 individual Green Houses were built on top of one another in a mid-rise building.

While the houses are often more expensive to build per unit than larger nursing homes, Farrell says the staffing changes can make them economically competitive. Only about 20 percent of Green House living units are occupied by people who pay market-rate prices, he says. Most occupants are on Medicaid or other assistance programs.

Surveys have found that people are willing to pay more for Green House living units than for other types of assisted living. "It varies by state," he explains. "But people would be willing to pay up to 20 percent more [for a Green House room] than they would pay in the market for a private room in a nursing home."

[See [10 Ways Your Home Can Pay You Money](#).]

Despite the appeal of the homes, they are dwarfed by the need. After all, even if all 150 homes built in the last decade held 12 members each, that's a total capacity of only 1,800 people. More than five times this number are turning 65 every day, and the numbers of additional people needing assisted-living help every day dwarfs the small scale of Green House rooms built so far.

Still, Farrell also believes conditions are ripe for scaling up the Green House model. Obamacare encourages care facilities that produce good health outcomes, and Green House Project facilities do so. Also, nursing home owners are faced with big modernization needs, and Farrell believes many of them will turn to Green Houses and other smaller-scale projects that are much more appealing to seniors than traditional nursing homes.

Tags: [retirement](#), [real estate](#), [housing](#)

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## How is the Green House Project Different From the Eden Alternative?

*A new model for [long-term care](#), that resembles the Eden Alternative from the 90s, moves away from the institutional nursing home tradition and towards autonomy, dignity and well-being.*

If you haven't yet heard of the [Green House Project](#) or [Eden Alternative](#), chances are you will soon. Thanks to funding from the Robert Wood Johnson Foundation, there are already more than 100 Green House Project homes in 32 states, with more than 100 more in the works.

The project's mastermind, Dr. William Thomas, sees this as a much-needed revolution in the way America approaches senior housing. In 1991, he created the Eden Alternative as an effort to "de-institutionalize" and enliven the long-term care environment, and his 21<sup>st</sup>-century Green House Project has been creating specially-designed homes in which elders can live with dignity, comfort and companionship.



### Is the Green House Project Inspired by the Eden Alternative?

A [Place for Mom](#) expert, Tiffany Wise, comments that "The Eden Alternative and Green House Project are two separate organizations with similar goals; to provide seniors the opportunity to be cared for in a non-institutionalized environment."

The main difference between the two senior housing concepts is in the planning/building creation phases, as noted below:

**The Eden Alternative** focuses on partnering with nursing homes to help them change their culture, environment and approach to care to "create a habitat for human beings rather than facilities for the frail and elderly," according to the Eden Alternative core philosophy. Many assisted living communities were founded on similar principles.

**The Green House Project** focuses on helping companies and individuals convert or build residential homes that can provide high levels of care for individuals who do not wish to be in a nursing home setting. Some of the homes are licensed as nursing homes and others as assisted living communities.

### Turning Senior Housing into Senior Homes

The driving force behind the Green House Project is the idea that our current nursing home system tends to create sterile, lifeless environments for our elders, which in turn fosters loneliness and boredom. Fundamental changes to the way we build and operate senior housing can make our loved ones' lives healthier, livelier and more meaningful.

"We can use the historic strengths and values of elderhood as the basis for creating real homes and communities that can protect, sustain and nurture the most vulnerable among us," says Dr. William Thomas.

## 5 Ways the Green House Project is Different from Traditional Senior Housing

- **Intimacy:** Instead of a traditional nursing home, a Green House Project community consists of clusters of smaller homes with six to ten senior residents.
- **Autonomy:** Seniors have their own private room and bathroom; further, they are free from scheduling and able to access social and shared areas of the house at any time, making it truly feel like home.
- **Warmth:** This is one of the core values of the Green House Project. A warm living situation consists of a layout that encourages social activity, as well as furnishings and décor that provide comfort.
- **Smart Technology:** Green Houses take advantage of smart technology such as adaptive devices, computers, pagers, and ceiling lifts.
- **Green Living:** In this case, “green” means living within the natural world. Green House homes let in plenty of sunlight, and include plants, garden areas, and outdoor access.

## Finding the Senior Living Environment For Your Loved One

While the Green House Project sounds exciting and is based off a great idea, it will take time to see whether it really breaks the mold of traditional senior housing. A Place for Mom works with [Eldercare Cottages](#), a senior living community that promotes the Eden Alternative living environment, in the Waterford, WI area. However, one thing that families need to keep in mind is that the search to find senior housing accommodations is unique to a senior’s individual needs and desires.

There are a variety of senior care levels and environments that cater to specific seniors needs, from [independent living](#) to [memory care](#). Contact a [Senior Living Advisor](#) to help save your family time and learn about invaluable resources in your area that can help assist you with your search.

***What do you think of the Green House Project? The Eden Alternative has been around since the early 90s but never really expanded into a traditional form of senior care, as originally thought. Do you think the Green House Project will have more success?***



## Legacy Village Home

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### About Us

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### Our Dream

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### Board of Directors

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### Location

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### Lifestyle

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### Garden Homes

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### Crystal View at Legacy Village

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### Green House Assisted Living

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### Helpful Information

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### Q & A

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### Contact Us

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### Legacy Village Scrapbook

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### Enlarge Text + -

## Green House Assisted Living

Green House Assisted Living at Legacy Village will be the first of its kind in offering a more responsive approach to assisted living care.

You'll enjoy a rich, secure and active life with new friends and neighbors while maintaining your independence. You have the freedom to make your own schedule and go as you please. But you also have the assistance you may require for regular daily activities.

Six Green House lodges will be built with individual access, landscaping and front verandas. Each house will serve 10 residents and a support staff in a home-like environment. The spacious and cheery homes will offer each resident a private bedroom and bath. Each mini-apartment may be furnished with the resident's furniture, if desired. Each Green House will also feature a covered veranda, a patio and courtyard.

Construction began in November 2006 and is expected to be completed in early 2007. Contact us for detailed information about resident entry requirements and monthly costs.



479.271.0350 | Located at Northeast J Street and DeShields Blvd. | Bentonville, Arkansas



## Small World

### *The Green House: It looks like home and feels like home. It's a new way of living when you need long-term care*

By Beth Baker

September 2005

At first glance, there's nothing unconventional about the house. A curbside mailbox on a cul-de-sac in a new Tupelo, Miss., development marks the single-story residence, painted cream with blue shutters. A tall picket fence encloses a tidy yard with a barbecue grill, wind chimes and beds of flowers and tomato plants.

To enter, you ring the front doorbell and wait to be greeted by Cynthia Dunn. "This is my home," says the cheerful woman, who gets around in a wheelchair.

Behind her opens a bright interior every bit as welcoming as the exterior. The living room has a fireplace, a sofa and easy chairs. Family photos decorate the bookshelves and the walls. In the adjoining dining area a long wooden table can seat a large family gathering. From the kitchen drift smells of ham and biscuits.

It feels like home, a comfortable place to live, and this very ordinariness is precisely what makes the house exceptional. As part of the first wave of residences from the Green House Project, it's a reinvented nursing home—or more accurately, a new way of living for people who need long-term care.

Developed by geriatrician William H. Thomas, M.D., the approach is part of a national effort to abandon large, impersonal institutions for small, intimate environments. In the 1990s Thomas' Eden Alternative concept called for replacing a medical model with a social model—infusing sterile institutions with plants, pets and children cared for by residents and staff.

Green Houses are the most far-reaching realization of the vision—family-size homes of 10 residents or fewer, each with private bedrooms and baths around a common area, each a "warm, loving, nurturing sanctuary," Thomas says.

Several years ago the nonprofit Mississippi Methodist Senior Services (MMSS) was planning to upgrade its 140-bed Cedars Health Center, a traditional nursing home in Tupelo. When CEO Steve McAlilly learned about Thomas' Green House concept, "we took his ideas and figured out how to put them into practice."

A cluster of the nation's first four Green Houses opened there in 2003, and two more came online this year. Just two blocks away, the Cedars offers a working contrast. There, an institutional environment holds sway. Residents slump in wheelchairs around a nurse's station. An aide wheels a frightened-looking man, covered only in a bed sheet, to the shower. Meals are a hectic affair, as residents are transferred at scheduled times down long hallways to a large dining room.

"We're pushed all the time," says nurse's aide Gail Wilson.

The Green Houses are among a new breed of nursing homes "centered on the idea of healthy human development," says Thomas, an AARP visiting scholar. For Cynthia Dunn, that means being surrounded by people who make her feel connected and who keep life

both purposeful and fun. She joins staff members on frequent outings to yard sales or the mall, joshes with nurses and regularly volunteers to do the laundry. "But I don't do ironing," Dunn jokes.

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To Clyde Biddle, 56, whose wife, Sara, 55, has multiple sclerosis, the Green House is "so much more private, with more dignity. We have a lot of support. They're really in tune not only to Sara, but to my needs."

Crucial agents of change are staff members who blend the roles of caregiver, homemaker and friend. Called "shahbaz" ("powerful falcon" in Farsi) in Green Houses, they are certified nurse's aides who train an additional 200 hours in first aid, cooking, listening, team building and other skills. Referring to herself as a shahbaz took some getting used to, says Rena Reid, but she likes what it represents—a radical departure from the old ways.

In a reversal of typical nursing home hierarchy, shahbaz manage the household, supported by nurses and therapists. They have risen from the lowest-paid, least respected workers to "these amazing professional people," says McAlilly. "I think it's because [as aides] they were stuck in jobs that were too small for them."

Do Green Houses deliver on their idealism? Rosalie Kane, a long-term care expert at the University of Minnesota's School of Public Health, has collected and analyzed data comparing Tupelo's Green Houses with the Cedars and another traditional MMSS nursing home. "The results favored the Green House at all times," Kane says.

While receiving comparable medical care, Green House residents were treated with more dignity and were more satisfied with their relationships, activities and meals. "Family members reported much greater satisfaction," says Kane. "Staff members were more empowered."

Consider 94-year-old Mildred Adams. At the Cedars, Adams, who has Alzheimer's disease, was bedridden, uncommunicative and had not fed herself in months. But wheeled into the Green House, she brightened. At her first family meal, Adams' son "fed her two bites," says daughter-in-law Becky Adams, "and she took the spoon from his hand. She fed herself the rest of the meal."

A year later, Adams has gone from a pureed diet to regular food, gaining 15 pounds in the process, Reid says. After gentle prompting from her daughter-in-law, Adams cheerfully sings hymns. When her voice chokes with emotion during "The Old Rugged Cross," she smiles and says, "I get filled up at times when I'm singing to myself."

What do private rooms and a staff-to-residents ratio double that of the Cedars do to operating costs? The national average monthly fee in a nursing home tops \$5,000. In Tupelo, Green Houses cost about the same. Medicaid covers the cost for 90 percent of the residents.

According to McAlilly, savings come from streamlining jobs and shifting resources. Separate departments to deliver housekeeping, dietary and personal care services are not needed. Use of food supplements and incontinence products has been reduced. Costly staff turnover, endemic in nursing homes, has plummeted.



The nation's 16,000 nursing homes have reason to experiment: Their number has fallen by 800 in the last several years, and they still have an 11.5 percent vacancy rate. Though industry-wide change can come at a glacial pace, especially when it requires reinvestment, 20 facilities around the country have announced plans to build Green Houses. Even before the study results were out, nursing home personnel from across the country were coming to Tupelo for monthly training seminars.

Though he believes the idea will catch on, Hal Daub, former president and CEO of the American Health Care Association/National Center for Assisted Living, says many nursing homes may balk at the up-front costs of new construction. "Present [profit] margins are so slim that justifying that new space has a cost constraint," he says.

At the Cedars, long-term care is winding to a close. That's good news to Bea McBryde. She used to worry that one day she would have to give up her nearby independent-living apartment and move to the Cedars. But "the Green House is so pretty," she says, "and the shahbaz treat you so nice. That's where I'm going."

*Beth Baker is a Washington-based writer working on a book about long-term care.*

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## Research Brief: 2013 Charter Township of Kalamazoo Citizen Engagement and Priority Survey

William SaintAmour, Executive Director  
December 9, 2013

### PURPOSE

The purpose of this brief is to provide a summary for the Kalamazoo Township citizen engagement and priority survey. In September and October 2013, the Township asked a random sample of registered voters to respond to a survey to support the following goals:

- Support budget and strategic planning decisions
- Explore service assumptions to ensure baseline service levels are well understood and to provide a reference against which the Township can measure improvements over time
- Identify which services provide the greatest leverage on citizens' overall satisfaction
- Discover key outcome behaviors such as volunteering, remaining in the community, recommending it to others, supporting the current administration and encouraging someone to start a business
- Determine support for planning and zoning regulations and future service opportunities

353 citizens responded, providing a statistically sound measurement of citizen engagement and priorities.

### FINDINGS TO STRENGTHEN ENGAGEMENT AND CITIZEN SATISFACTION

Overall, citizens scored their overall satisfaction with Kalamazoo Township at 72 on a scale from zero to 100, with 100 the highest possible score. The analysis identified which aspects of the Township have the greatest leverage on overall satisfaction. Those are Township Government Management, Economic Health, Property Taxes and Police Services. The average scores for these areas are listed below, including the scores for the individual questions that comprise those areas. Note: improvement may require participation from other governmental entities in the area (county, area municipalities, special authorities, regional groups). Scale = 1 to 10 with 10 being the highest possible score.

Township Government Management	Economic Health	Property Taxes	Police Services
Leaders are trustworthy (7.1)	Affordability of housing (6.8)	Fairness of Township property appraisals (6.8)	Respectful treatment of citizens (8.2)
Efficient & organized operation (7.2)	Stability of property values (6.9)	Amount/quality of services for taxes paid (6.9)	Fair and equitable enforcement (8.0)
Well trained employees (7.4)			Safety education (7.7)
Communication with public (6.8)			Response time for service (7.8)
Wisely spent money (6.4)			
Encourages citizen ideas & involvement (6.5)			
Website meets needs (7.0)			
Hours of operation (7.6)			

### PLANNING & ZONING REGULATIONS

Kalamazoo Township residents were asked to specify their support for eleven various planning and zoning topics. The dimensions below show the most supported topics based on three actions. The numbers in parentheses show the percentage of respondents supporting that action.

1. **Increasing Restrictions:** Properties in disrepair (55%), Grass/noxious weeds (47%) and Noise and other nuisances (41%)
2. **Maintaining Current Regulations:** Screening/buffers between properties (80%), Building/window signage (77%) and Landscaping requirements (76%)
3. **Reducing Restrictions:** Outdoor sales/displays (12%), Garbage/leaf burning (11%) and Building/window signage (9%)

## BUDGETARY ACTIONS

Township residents were asked, if funds were not available to maintain the current service levels of Township services, which budgetary action would they support for each service. The dimensions below show the most supported topics based on three actions.

1. **Reducing Service Levels:** Public participation (36%), Add bike/walking paths (36%) and Code enforcement (34%)
2. **Raising Taxes:** Law enforcement (60%), Fire response (60%) and Road maintenance (51%)
3. **Raising User Fees:** Recreation facilities/programming (44%), Parks (38%) and Water/sewer service (37%)
4. **Privatize/Outsource the Service:** Communication [web, cable, print, etc.] (44%), Economic development (41%) and Garbage collection (40%)

## BUDGET PRIORITIZATION

Respondents were asked to select their top seven of eighteen Township services they believe should be prioritized for funding. The numbers in parentheses show the percentage of respondents selecting that service.

1. Road maintenance (77%)
2. Law enforcement (72%)
3. Fire response (63%)
4. Emergency medical response (58%)
5. Economic development (41%)
6. Sidewalk repair (39%)
7. Adding bike/walk paths (36%)

## CONSIDERATION OF FUTURE OPTIONS

Kalamazoo Township gauged their citizens' interest in potential future service improvements. Residents had three options for each of the potential service options, to support additional funding, oppose additional funding or if they need more information.

Potential Service Option	Support Additional Funding	Oppose Additional Funding	Need More Information
Police services (maintain current service levels)	44%	17%	39%
Police services (expand service levels)	29%	26%	45%
Road maintenance and repair	51%	18%	32%
Public transportation	24%	34%	42%
Parks and recreation (expand options, capital improvements)	23%	33%	44%
Recycling collection (One Township-wide contract)	24%	32%	44%

## RECOMMENDATIONS

To act on this information, the Township should consider:

- Developing internal teams to further analyze the results and brainstorm ideas about why respondents answered as they did in key areas and potential actions in response.
- Validate ideas and potential actions through conversations and town hall meetings/focus groups with residents and line staff. Based on this validation, select 2-3 initiatives that make the most sense. Development of cross-government workgroups also would be a consideration for this step.
- Provide staff with the skills and tools to effectively implement the initiatives.
- Develop formal project plans, milestones, deliverables and operational metrics to ensure the implementation maintains momentum and executive support.

# 2014 Goals for the Charter Township of Kalamazoo

## Based on the Citizen Engagement & Priority Survey

10 March 2014

Revised 07 August 2014

The Kalamazoo Township Board directed the survey committee (Goodacre, Leuty, and Martin) to expand a formal project plan developed from the survey results (Step 4 defined by Cobalt Community Research: “Develop formal project plans, milestones, deliverables and operational metrics to ensure the implementation maintains momentum and executive support”) by also incorporating the actions steps that resulted from the board’s visioning retreat in May 2013 and other goals identified at the board’s work sessions of 13 January 2014, 24 February 2014 and other occasions. The plan is intended to guide the Board’s actions in 2014 and beyond.

The following tables outline broad goals broken down into digestible tasks or action steps, as well as specific timeframes for completing tasks by specific stakeholders.

<b>1. Share survey results and validate findings and potential actions</b>			
<i>Task</i>	<i>Timeframe</i>	<i>Responsible party</i>	<i>Status</i>
Post a summary of the survey results on the township’s website.	Immediate	Cole, Leuty & Reid	Done
Distribute a press release to local media.	Immediate	Cole & Reid	Done
Schedule neighborhood forums (including the Annual Fire Department Awards & Recognition Program on 9 March 2014).	Immediate	Goodacre, Leuty & Martin	Eastwood, Westwood and Annual Fire Department Awards - Done
Schedule Public Media Network (PMN) talk show and create program about the survey findings.	Immediate	Martin & Reid	18 February 2014, 13 May 2014 and set for 12 August 2014
Share survey report with staff and committee members, and solicit constructive feedback.	Immediate	Board members	Done
Encourage informal discussions with public.	Immediate	Board members, committees & staff	Ongoing

## 2. Close the perception gap concerning wise spending

Share information with the public about the township's money-saving efforts, such as:

- partnering with Parchment for police services affecting Parchment and Northwood,
- cooperating with Comstock and other area fire departments to best serve the Eastwood and Lakewood neighborhoods, partly due the cost-cutting measure of mothballing the Lakewood Fire Station,
- reducing office staff and expenditures in recent years in response to economic constraints,
- reducing energy costs at Northwood Fire Station through energy conservation measures,
- reducing the salaries for the supervisor, treasurer & clerk positions,
- reducing prosecution-related costs by the police preparing cases so well that the county prosecuting attorney's office is willing to take many cases,
- finding savings by auditing Consumers Energy's charges for street lighting,
- and many other examples.

<i>Task</i>	<i>Timeframe</i>	<i>Responsible party</i>	<i>Status</i>
Create PMN program that highlights the township's efforts to spend wisely (and communicate, see item 3, below).	Immediate	Martin, Reid, Leuty & PMN	Recorded on 18 February 2014 and 13 May 2014
Create and mail a newsletter featuring examples of wise spending (as well as efforts to improve communication, and the survey results).	Immediate	Cole, Reid & Leuty	Spring 2014 Newsletter – Done Summer 2014 Newsletter – Done Next newsletter due late Sept 2014
Highlight these successes on township website.	Immediate	Cole, Reid & Leuty	Ongoing

### 3. Close the perception gap concerning communications

Sharing information about the township's recent and future efforts to promote good communications, including:

- meeting agendas and minutes, property information, and much more information are available on the township's updated website,
- board meetings are available on cable TV and PMN's website, and promoting awareness of the township's existence to counter some residents' unawareness that they live in the township due to the twp's geographically fractured layout and confusion of sharing a common name with the county and adjoining city.

<i>Tasks</i>	<i>Timeframe</i>	<i>Responsible party</i>	<i>Status</i>
Create PMN program that highlights the township's positive communication efforts (and wise spending, see item 2, above).	Immediate	Martin, Reid, Leuty & PMN	Recorded on 18 February 2014, 13 May 2014 and scheduled for 12 August 2014
Create and mail a newsletter featuring efforts to improve communication (as well as examples of wise spending, and the survey results).	Immediate	Cole, Reid & Leuty	Spring 2014 and ongoing – <i>mailed</i> the Summer 2014
To promote a greater sense of identity (due to the twp's fractured, geographic layout and proximity to a city within a county that all share the same name), work with KCRC to replace tattered road signs that mark the entrances to the township.	Complete by Summer 2014.	Reid, KCRC & interested Board members	Have identified, potentially, 36 entry signs – 27 on county roads, 6 on MDOT system, 3 on KVRT at an average cost of \$200 each.
Explore ways to make the township's website more user-friendly to better share the site's existing wealth of information.	Complete by end of Winter 2014.	Cole, Leuty & others	Attended ITRight class and made improvements. - Ongoing
Improve signage at township office's entrance to better communicate the proper entrance and enhance the lobby to make the entrance more inviting.	Complete by Fall 2014.	Reid, Leuty & others	Working with Byce & Assoc. to develop master plan for Township Hall

**4. Explore additional funding for road maintenance and repair**

<i>Task</i>	<i>Timeframe</i>	<i>Responsible party</i>	<i>Status</i>
Estimate the additional funds needed to maintain and repair roads to a specific PASER-rated quality.	Complete by the end of Winter 2014.	KCRC, Cochran, Goodacre & interested others	Details presented at 28 July 2014 work session.
Determine the annual, dollar amount needed per property (residential and commercial??) for a potential surcharge to generate the additional funds needed to maintain and repair roadways.	Complete by the end of Winter 2014.	Cochran, Goodacre & interested others	See above.
Attend CRAM's road funding workshop in Mount Pleasant.	7 February 2014.	Cochran, Goodacre & Leuty	Done

**5. Evaluate transportation services, including:**

- developing Asset Management, Complete Streets, Non-Motorized, and Safe Routes to School Plans,
- developing an objective method for evaluating and prioritizing the new sidewalk installations where sidewalks do not currently exist,
- promoting the repair of existing sidewalk concerns (such as slabs raised by tree roots),
- creating a GIS-based map of the township to identify sidewalks within 500 feet of a Metro or school bus stop, and other measures.

<i>Task</i>	<i>Timeframe</i>	<i>Responsible party</i>	<i>Status</i>
Partner with WMU's transportation initiative and submit a proposal for specific measures.	Immediate	Cole, Leuty, Miller, Reid & others	Met with WMU Transportation Research Center on 22 May. Set for fall capstone project.
Develop a Complete Streets and a Non-Motorized Transportation Management Plan, which includes an inventory of current transportation resources and future objectives.	Begin immediately and complete by end of 2014.	Board (led by Reid), KCRC, WMU School of Engineering, KATS & MDOT	KATS to consider adopting its Complete Streets Policy at Sept 2014 meeting. Planning Commission has set hearing on Master Plan for August 2014 meeting.
Explore non-motorized options to tie Eastwood and Lakewood to other neighborhoods and downtown, including designated bike lanes and extending the Kalamazoo River Valley Trailway.	Complete by Summer 2014.	County Parks/KRVT, KCRC & Board members	WMU willing to consider as a capstone project.

**6. Strengthen housing stock and address blight and other code enforcement concerns**

<i>Task</i>	<i>Timeframe</i>	<i>Responsible party</i>	
Discuss ways to protect the township's housing stock and guard against blight by a) focusing efforts on the relatively few bad apples that start a neighborhood's larger degradation, which consume much of the Enforcement Officer's efforts and are typically not registered rental properties, b) further identifying unregistered, rental properties by exploring options including following up with owners who failed to respond to Assessor /Treasurer's letter to non-homestead properties, c) clarifying inspections as a mandatory and/or elective component of the rental registration process.	Complete by end of Winter 2014.	Code Enforcement Officer, Treasurer's office (Sue & George), Assessor's office, Board members & Legal Counsel	Working with County Treasurer to demolish housing stock at seven foreclosed properties. Board held hearings at its 14 July 2014 meeting and ordered two houses to be demolished. Board has current order to demolish property at 2101 North Pitcher
Discuss with the City of Kalamazoo opportunities to work together to address common blight issues on both sides of our common borders.	Initiate contact by end of Winter 2014.	Reid, Code Enforcement, Planning Adm & KTPD	Met with city enforcement folks. Our enforcement had a ride along with city folks.
Explore potential options for some form of community policing in partnership with the Code Enforcement Officer.	Complete by Spring 2014.	KTPD & Board members	
Identify key measures to support neighborhoods, and seek funding to implement these measures by seeking local grant opportunities and a share of the Community Development Block Grant funds held by the county.	Complete by Summer 2014.	Reid, Milliken & others	Three board members, (Goodacre, Leuty, Reid) have enrolled in Michigan Citizen Planner Series
Promote a greater sense of identity (due to the twp's fractured, geographic layout and proximity to a city within a county that all share the same name) by improving road signs at township's entrance, newsletter messaging, a potential single garbage hauler service contract, and other measures.	Initiate with baby steps (such as signage and hard-copy newsletter) by end of Spring 2014).	Board members, staff & other community stakeholders	See page 3 and page 7 for progress on signage. Summer 2014 newsletter was mailed. Trustee Leuty has met with County Parks official to discuss signage on KVRT.



**7. Promote existing and future recreational opportunities**

<i>Task</i>	<i>Timeframe</i>	<i>Responsible party</i>	<i>Status</i>
Use existing resources (township’s website, newsletter, PMN and other media) to highlight the township’s and other entities’ recreational opportunities (such as Fray’s Park, Bow in the Clouds preserve, Kalamazoo River Valley Trailway, school playgrounds, etc.).	Complete by Spring 2014.	Recreation Commissioner & others	Held Parks & Recreation Open House on 07 July 2014. Currently seeking public input. Used PMN, Twp newsletter & media to publicize. PMN has produced a great piece about the Township’s parks. <a href="http://kzootv.com/permalink/ktwpparks.html">kzootv.com/permalink/ktwpparks.html</a>
Update the Recreation Plan in order to make the township eligible to apply for state grants to amend facilities.	Complete by end of 2014.	Planning Commission / Recreation Plan subcommittee, and Recreation Commissioner	Held open house on 07 July 2014.
Improve park signage, including posting a sign for Scheid Park, mounting improved Shroud Family Park sign, and other opportunities, as needed.	Complete by Spring 2014.	Recreation Commissioner, Mike Majors	Repainted Shroud Park sign is installed. Sign is ready for the Scheid Park.
Install bike rack at township office and explore signage on the trailway to connect trail users to the township office.	Complete by Summer 2014.	Recreation Commissioner, Cole, Board members	Bike rack has been installed.

**8. Other goals**

<i>Task</i>	<i>Timeframe</i>	<i>Responsible party</i>	<i>Status</i>
Adopt a document management system for township records.	Complete by Spring 2015.	Clerk and others.	Clerk & staff members have met with vendors collecting information.

Update the Master Plan.	Complete by Summer 2014.	PC and board members.	Planning Commission has set hearing on Master Plan for August 2014 meeting.
Update the Zoning Ordinance.	Complete by end of 2014.	Planning Commission, Board members, and potentially a consultant	
Enhance safety at the township's most accident-prone intersection (such as N. Kendall x W. Main)	Summer 2014.	MDOT, Reid, Leuty, KTPD & KTFD	MDOT was contacted to upgrade signs
Continue to work with Consumers Energy to promote opportunities to enhance street lighting with more efficient technology (possibly using Energy Optimization funds) to reduce operating costs (and possibly reduce special assessment), cut light pollution, and enhance the quality of illumination.	Complete by end of 2014.	Consumers Energy, Street Lighting Committee, and others	
Explore ways to support business corridors, such as W. Main St., Lake St., E. Main, Gull Road, etc. (an updated Zoning Ordinance is one tool).	On-going	Planning Commission & Board members	Connected with W. Main Hill Association - possible Corridor Improvement Authority
Explore the potential of contracting for residential garbage service to: <ul style="list-style-type: none"> <li>• more than offset the cost of a potential special assessment for road maintenance,</li> <li>• reduce road wear,</li> <li>• improve safety,</li> <li>• enhance neighborhood aesthetics, and</li> <li>• promote a sense of community.</li> </ul>	Complete by the end of Spring 2014.	Board members	
Initiate an investigation of a manager/superintendent form of administration.	October 2014	Reid & Board members	
Take steps to increase workplace diversity.	Begin immediately	Board Members	Met with Attorney. Much more to come

**2010 Census Data by Census Tract  
Kalamazoo Charter Township**

Subject	Tract 15.01		Tract 15.02		Tract 15.03		Tract 18.03		Tract 55.02	
	Northwood		Westwood				Lakewood		Eastwood	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
<b>SEX AND AGE</b>										
Total population	4542	100	4,207	100.0	4,446	100.0	2,282	100.0	5,825	100.0
Under 5 years	359	7.9	188	4.5	242	5.4	174	7.6	493	8.5
5 to 9 years	341	7.5	175	4.2	195	4.4	165	7.2	468	8.0
10 to 14 years	340	7.5	181	4.3	206	4.6	135	5.9	371	6.4
15 to 19 years	301	6.6	226	5.4	220	4.9	153	6.7	359	6.2
20 to 24 years	224	4.9	773	18.4	734	16.5	155	6.8	464	8.0
25 to 29 years	302	6.6	430	10.2	482	10.8	190	8.3	523	9.0
30 to 34 years	349	7.7	238	5.7	336	7.6	167	7.3	467	8.0
35 to 39 years	353	7.8	198	4.7	269	6.1	160	7.0	409	7.0
40 to 44 years	290	6.4	190	4.5	220	4.9	176	7.7	360	6.2
45 to 49 years	251	5.5	189	4.5	233	5.2	178	7.8	372	6.4
50 to 54 years	307	6.8	212	5.0	220	4.9	169	7.4	414	7.1
55 to 59 years	277	6.1	201	4.8	299	6.7	144	6.3	327	5.6
60 to 64 years	199	4.4	215	5.1	224	5.0	115	5.0	259	4.4
65 to 69 years	178	3.9	166	3.9	186	4.2	71	3.1	173	3.0
70 to 74 years	145	3.2	154	3.7	100	2.2	52	2.3	102	1.8
75 to 79 years	147	3.2	158	3.8	87	2.0	38	1.7	98	1.7
80 to 84 years	114	2.5	170	4.0	95	2.1	25	1.1	78	1.3
85 years and over	65	1.4	143	3.4	98	2.2	15	0.7	88	1.5
Median age (years)	35.8	( X )	32.4	( X )	31.9	( X )	35.1	( X )	32.3	( X )
16 years and over	3,440	75.7	3,634	86.4	3,766	84.7	1,785	78.2	4,414	75.8
18 years and over	3,304	72.7	3,569	84.8	3,700	83.2	1,715	75.2	4,285	73.6
21 years and over	3,161	69.6	3,322	79.0	3,482	78.3	1,627	71.3	4,052	69.6
62 years and over	763	16.8	920	21.9	684	15.4	262	11.5	668	11.5
65 years and over	649	14.3	791	18.8	566	12.7	201	8.8	539	9.3
Male population	2,239	49.3	1,984	47.2	2,221	50.0	1,168	51.2	2,830	48.6
Under 5 years	190	4.2	111	2.6	128	2.9	85	3.7	252	4.3
5 to 9 years	194	4.3	96	2.3	107	2.4	79	3.5	253	4.3
10 to 14 years	167	3.7	100	2.4	106	2.4	63	2.8	180	3.1
15 to 19 years	147	3.2	108	2.6	120	2.7	89	3.9	187	3.2
20 to 24 years	116	2.6	415	9.9	409	9.2	88	3.9	227	3.9
25 to 29 years	151	3.3	238	5.7	258	5.8	98	4.3	243	4.2
30 to 34 years	168	3.7	119	2.8	175	3.9	88	3.9	243	4.2
35 to 39 years	172	3.8	94	2.2	130	2.9	87	3.8	201	3.5

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	Northwood		Westwood				Lakewood		Eastwood	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
40 to 44 years	144	3.2	76	1.8	117	2.6	90	3.9	180	3.1
45 to 49 years	133	2.9	86	2.0	106	2.4	98	4.3	166	2.8
50 to 54 years	142	3.1	99	2.4	101	2.3	83	3.6	185	3.2
55 to 59 years	141	3.1	87	2.1	134	3.0	81	3.5	164	2.8
60 to 64 years	89	2.0	83	2.0	90	2.0	56	2.5	115	2.0
65 to 69 years	71	1.6	62	1.5	84	1.9	35	1.5	86	1.5
70 to 74 years	69	1.5	55	1.3	48	1.1	17	0.7	48	0.8
75 to 79 years	71	1.6	54	1.3	34	0.8	16	0.7	35	0.6
80 to 84 years	51	1.1	57	1.4	35	0.8	9	0.4	38	0.7
85 years and over	23	0.5	44	1.0	39	0.9	6	0.3	27	0.5
Median age (years)	34.5	( X )	28.3	( X )	29.6	( X )	34.6	( X )	31.2	( X )
16 years and over	1,659	36.5	1,661	39.5	1,858	41.8	926	40.6	2,108	36.2
18 years and over	1,595	35.1	1,640	39.0	1,817	40.9	890	39.0	2,041	35.0
21 years and over	1,518	33.4	1,504	35.7	1,708	38.4	834	36.5	1,910	32.8
62 years and over	338	7.4	323	7.7	289	6.5	117	5.1	296	5.1
65 years and over	285	6.3	272	6.5	240	5.4	83	3.6	234	4.0
Female population	2,303	50.7	2,223	52.8	2,225	50.0	1,114	48.8	2,995	51.4
Under 5 years	169	3.7	77	1.8	114	2.6	89	3.9	241	4.1
5 to 9 years	147	3.2	79	1.9	88	2.0	86	3.8	215	3.7
10 to 14 years	173	3.8	81	1.9	100	2.2	72	3.2	191	3.3
15 to 19 years	154	3.4	118	2.8	100	2.2	64	2.8	172	3.0
20 to 24 years	108	2.4	358	8.5	325	7.3	67	2.9	237	4.1
25 to 29 years	151	3.3	192	4.6	224	5.0	92	4.0	280	4.8
30 to 34 years	181	4.0	119	2.8	161	3.6	79	3.5	224	3.8
35 to 39 years	181	4.0	104	2.5	139	3.1	73	3.2	208	3.6
40 to 44 years	146	3.2	114	2.7	103	2.3	86	3.8	180	3.1
45 to 49 years	118	2.6	103	2.4	127	2.9	80	3.5	206	3.5
50 to 54 years	165	3.6	113	2.7	119	2.7	86	3.8	229	3.9
55 to 59 years	136	3.0	114	2.7	165	3.7	63	2.8	163	2.8
60 to 64 years	110	2.4	132	3.1	134	3.0	59	2.6	144	2.5
65 to 69 years	107	2.4	104	2.5	102	2.3	36	1.6	87	1.5
70 to 74 years	76	1.7	99	2.4	52	1.2	35	1.5	54	0.9
75 to 79 years	76	1.7	104	2.5	53	1.2	22	1.0	63	1.1
80 to 84 years	63	1.4	113	2.7	60	1.3	16	0.7	40	0.7
85 years and over	42	0.9	99	2.4	59	1.3	9	0.4	61	1.0

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	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Median age (years)	37	( X )	39.3	( X )	35.0	( X )	35.7	( X )	33.4	( X )
16 years and over	1,781	39.2	1,973	46.9	1,908	42.9	859	37.6	2,306	39.6
18 years and over	1,709	37.6	1,929	45.9	1,883	42.4	825	36.2	2,244	38.5
21 years and over	1,643	36.2	1,818	43.2	1,774	39.9	793	34.8	2,142	36.8
62 years and over	425	9.4	597	14.2	395	8.9	145	6.4	372	6.4
65 years and over	364	8.0	519	12.3	326	7.3	118	5.2	305	5.2
<b>RACE</b>										
Total population	4,542	100.0	4,207	100.0	4,446	100.0	2,282	100.0	5,825	100.0
One Race	4,350	95.8	4,080	97.0	4,303	96.8	2,152	94.3	5,527	94.9
White	3,571	78.6	3,320	78.9	3,780	85.0	1,673	73.3	3,681	63.2
Black or African American	626	13.8	608	14.5	387	8.7	350	15.3	1,607	27.6
American Indian and Alaska Native	18	0.4	20	0.5	9	0.2	16	0.7	24	0.4
Asian	61	1.3	95	2.3	64	1.4	2	0.1	63	1.1
Asian Indian	9	0.2	25	0.6	11	0.2	0	0.0	6	0.1
Chinese	4	0.1	25	0.6	6	0.1	0	0.0	4	0.1
Filipino	6	0.1	17	0.4	8	0.2	1	0.0	33	0.6
Japanese	3	0.1	2	0.0	5	0.1	0	0.0	6	0.1
Korean	7	0.2	7	0.2	16	0.4	1	0.0	5	0.1
Vietnamese	17	0.4	8	0.2	0	0.0	0	0.0	4	0.1
Other Asian [1]	15	0.3	11	0.3	18	0.4	0	0.0	5	0.1
Native Hawaiian and Other Pacific	1	0.0	1	0.0	1	0.0	0	0.0	0	0.0
Native Hawaiian	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Guamanian or Chamorro	0	0.0	1	0.0	1	0.0	0	0.0	0	0.0
Samoan	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other Pacific Islander [2]	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Some Other Race	73	1.6	36	0.9	62	1.4	111	4.9	152	2.6
Two or More Races	192	4.2	127	3.0	143	3.2	130	5.7	298	5.1
White; American Indian and Alaska	39	0.9	13	0.3	17	0.4	26	1.1	29	0.5
White; Asian [3]	17	0.4	17	0.4	30	0.7	7	0.3	17	0.3
White; Black or African American [3]	90	2.0	58	1.4	63	1.4	63	2.8	162	2.8
White; Some Other Race [3]	7	0.2	5	0.1	8	0.2	6	0.3	19	0.3
<b>Race alone or in combination with one</b>										
White	3,751	82.6	3,427	81.5	3,916	88.1	1,793	78.6	3,945	67.7
Black or African American	749	16.5	687	16.3	467	10.5	438	19.2	1,836	31.5

**2010 Census Data by Census Tract  
Kalamazoo Charter Township**

Subject	Tract 15.01 Northwood		Tract 15.02 Westwood		Tract 15.03		Tract 18.03 Lakewood		Tract 55.02 Eastwood	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
American Indian and Alaska Native	85	1.9	46	1.1	40	0.9	69	3.0	100	1.7
Asian	86	1.9	131	3.1	100	2.2	10	0.4	92	1.6
Native Hawaiian and Other Pacific	7	0.2	5	0.1	5	0.1	1	0.0	7	0.1
Some Other Race	90	2.0	52	1.2	77	1.7	118	5.2	178	3.1
<b>HISPANIC OR LATINO</b>										
Total population	4,542	100.0	4,207	100.0	4,446	100.0	2,282	100.0	5,825	100.0
Hispanic or Latino (of any race)	201	4.4	110	2.6	126	2.8	200	8.8	354	6.1
Mexican	148	3.3	70	1.7	76	1.7	170	7.4	273	4.7
Puerto Rican	12	0.3	8	0.2	21	0.5	8	0.4	11	0.2
Cuban	4	0.1	4	0.1	4	0.1	1	0.0	15	0.3
Other Hispanic or Latino [5]	37	0.8	28	0.7	25	0.6	21	0.9	55	0.9
Not Hispanic or Latino	4,341	95.6	4,097	97.4	4,320	97.2	2,082	91.2	5,471	93.9
<b>HISPANIC OR LATINO AND RACE</b>										
Total population	4,542	100.0	4,207	100.0	4,446	100.0	2,282	100.0	5,825	100.0
Hispanic or Latino	201	4.4	110	2.6	126	2.8	200	8.8	354	6.1
White alone	111	2.4	56	1.3	55	1.2	73	3.2	144	2.5
Black or African American alone	6	0.1	7	0.2	3	0.1	3	0.1	39	0.7
American Indian and Alaska Native	1	0.0	0	0.0	2	0.0	3	0.1	3	0.1
Asian alone	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0
Native Hawaiian and Other Pacific	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Some Other Race alone	61	1.3	22	0.5	42	0.9	110	4.8	138	2.4
Two or More Races	22	0.5	24	0.6	24	0.5	11	0.5	30	0.5
Not Hispanic or Latino	4,341	95.6	4,097	97.4	4,320	97.2	2,082	91.2	5,471	93.9
White alone	3,460	76.2	3,264	77.6	3,725	83.8	1,600	70.1	3,537	60.7
Black or African American alone	620	13.7	601	14.3	384	8.6	347	15.2	1,568	26.9
American Indian and Alaska Native	17	0.4	20	0.5	7	0.2	13	0.6	21	0.4
Asian alone	61	1.3	94	2.2	64	1.4	2	0.1	63	1.1
Native Hawaiian and Other Pacific	1	0.0	1	0.0	1	0.0	0	0.0	0	0.0
Some Other Race alone	12	0.3	14	0.3	20	0.4	1	0.0	14	0.2
Two or More Races	170	3.7	103	2.4	119	2.7	119	5.2	268	4.6
<b>RELATIONSHIP</b>										
Total population	4,542	100.0	4,207	100.0	4,446	100.0	2,282	100.0	5,825	100.0
In household	4,522	99.6	4,207	100.0	4,440	99.9	2,162	94.7	5,794	99.5
Householder	1,747	38.5	2,104	50.0	2,067	46.5	848	37.2	2,364	40.6
Spouse [6]	893	19.7	668	15.9	763	17.2	293	12.8	807	13.9

**2010 Census Data by Census Tract  
Kalamazoo Charter Township**

Subject	Tract 15.01 Northwood		Tract 15.02 Westwood		Tract 15.03		Tract 18.03 Lakewood		Tract 55.02 Eastwood	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Child	1,396	30.7	776	18.4	887	20.0	625	27.4	1,822	31.3
Own child under 18 years	1,123	24.7	589	14.0	695	15.6	452	19.8	1,357	23.3
Other relatives	210	4.6	123	2.9	133	3.0	178	7.8	320	5.5
Under 18 years	83	1.8	33	0.8	37	0.8	90	3.9	129	2.2
65 years and over	19	0.4	9	0.2	19	0.4	17	0.7	28	0.5
Nonrelatives	276	6.1	536	12.7	590	13.3	218	9.6	481	8.3
Under 18 years	29	0.6	16	0.4	14	0.3	25	1.1	54	0.9
65 years and over	14	0.3	13	0.3	11	0.2	7	0.3	19	0.3
Unmarried partner	132	2.9	132	3.1	181	4.1	114	5.0	263	4.5
In group quarters	20	0.4	0	0.0	6	0.1	120	5.3	31	0.5
Institutionalized population	0	0.0	0	0.0	0	0.0	120	5.3	0	0.0
Male	0	0.0	0	0.0	0	0.0	102	4.5	0	0.0
Female	0	0.0	0	0.0	0	0.0	18	0.8	0	0.0
Noninstitutionalized population	20	0.4	0	0.0	6	0.1	0	0.0	31	0.5
Male	9	0.2	0	0.0	4	0.1	0	0.0	22	0.4
Female	11	0.2	0	0.0	2	0.0	0	0.0	9	0.2
<b>HOUSEHOLDS BY TYPE</b>										
Total households	1,747	100.0	2,104	100.0	2,067	100.0	848	100.0	2,364	100.0
Family households (families) [7	1,176	67.3	914	43.4	1,027	49.7	521	61.4	1,462	61.8
With own children under 18 years	567	32.5	338	16.1	414	20.0	241	28.4	733	31.0
Husband-wife family	893	51.1	668	31.7	763	36.9	293	34.6	807	34.1
With own children under 18 years	399	22.8	225	10.7	278	13.4	109	12.9	343	14.5
Male householder, no wife present	86	4.9	74	3.5	79	3.8	61	7.2	181	7.7
With own children under 18 years	53	3.0	33	1.6	36	1.7	34	4.0	89	3.8
Female householder, no husband present	197	11.3	172	8.2	185	9.0	167	19.7	474	20.1
With own children under 18 years	115	6.6	80	3.8	100	4.8	98	11.6	301	12.7
Nonfamily households [7	571	32.7	1,190	56.6	1,040	50.3	327	38.6	902	38.2
Householder living alone	459	26.3	823	39.1	693	33.5	249	29.4	704	29.8
Male	208	11.9	268	12.7	267	12.9	129	15.2	312	13.2
65 years and over	46	2.6	53	2.5	49	2.4	19	2.2	36	1.5
Female	251	14.4	555	26.4	426	20.6	120	14.2	392	16.6
65 years and over	141	8.1	293	13.9	136	6.6	52	6.1	113	4.8
Households with individuals under 18 years	622	35.6	363	17.3	435	21.0	295	34.8	818	34.6
Households with individuals 65 years and over	474	27.1	607	28.8	422	20.4	169	19.9	410	17.3

**2010 Census Data by Census Tract  
Kalamazoo Charter Township**

Subject	Tract 15.01 Northwood		Tract 15.02 Westwood		Tract 15.03		Tract 18.03 Lakewood		Tract 55.02 Eastwood	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Average household size	2.59	(X)	2.00	(X)	2.15	(X)	2.55	(X)	2.45	(X)
Average family size [7]	3.13	(X)	2.71	(X)	2.74	(X)	3.10	(X)	3.02	(X)
<b>HOUSING OCCUPANCY</b>										
Total housing units	1,913	100.0	2,329	100.0	2,216	100.0	935	100.0	2,651	100.0
Occupied housing units	1,747	91.3	2,104	90.3	2,067	93.3	848	90.7	2,364	89.2
Vacant housing units	166	8.7	225	9.7	149	6.7	87	9.3	287	10.8
For rent	30	1.6	163	7.0	71	3.2	14	1.5	154	5.8
Rented, not occupied	3	0.2	1	0.0	7	0.3	5	0.5	4	0.2
For sale only	35	1.8	11	0.5	34	1.5	12	1.3	48	1.8
Sold, not occupied	5	0.3	8	0.3	7	0.3	0	0.0	14	0.5
For seasonal, recreational, or	13	0.7	6	0.3	6	0.3	4	0.4	5	0.2
All other vacants	80	4.2	36	1.5	24	1.1	52	5.6	62	2.3
Homeowner vacancy rate (percent) [8]	2.3	(X)	1.0	(X)	2.4	(X)	2.0	(X)	3.2	(X)
Rental vacancy rate (percent) [9]	9.5	(X)	13.6	(X)	9.3	(X)	5.1	(X)	14.4	(X)
<b>HOUSING TENURE</b>										
Occupied housing units	1,747	100.0	2,104	100.0	2,067	100.0	848	100.0	2,364	100.0
Owner-occupied housing unit:	1,463	83.7	1,073	51.0	1,379	66.7	591	69.7	1,456	61.6
Population in owner-occupied housing	3,827	(X)	2,381	(X)	2,995	(X)	1,461	(X)	3,618	(X)
Average household size of owner	2.62	(X)	2.22	(X)	2.17	(X)	2.47	(X)	2.48	(X)
Renter-occupied housing unit:	284	16.3	1,031	49.0	688	33.3	257	30.3	908	38.4
Population in renter-occupied housing	695	(X)	1,826	(X)	1,445	(X)	701	(X)	2,176	(X)
Average household size of renter	2.45	(X)	1.77	(X)	2.10	(X)	2.73	(X)	2.40	(X)

Source: U.S. Census Bureau, 2010 Census